

THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE**PENGARUH MANAJEMEN SUMBER DAYA MANUSIA RAMAH LINGKUNGAN TERHADAP KINERJA KARYAWAN**

By:

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Abstract: Green Human Resource Management refers to a set of HRM practices that organizations adopt to improve employee green performance. While the negative impact on the process of business production and human carbon footprint require company to adopt strategic movement and practice of sustainable business through Green HRM. The research focuses upon the various Green HR practices pursued by the coffee shop largest company in the world. It explains the simplified meaning of Green HRM. The research approach is using quantitative approach, extracted four mains of Green HRM practices used in company from literature, review, and journals provided. The identified practices were green recruitment, green development, green performance appraisal, and green reward. However, the study sample is all the employee of Starbucks Coffee in Manado city. The questionnaire was distributed to four Starbucks Coffee branches in Manado city within August to July 2020. Using ten-point Likert-type scale, these extracted practices were evaluated to find out which Green HRM indicators impact the employee performance best. The study found that the implementation of the Green HRM indicators such as green recruitment, green development, and green reward impact the employee performance in Starbucks Coffee in Manado city. This study recommends other researchers to examine other Green HRM indicators that might affect employee performance with a variety of other variables related to the application of green HRM concepts.

Keywords: Green recruitment, green development, green performance appraisal, green reward, employee performance

Abstrak : Manajemen SDM Ramah Lingkungan mengacu pada seperangkat praktik HRM yang diadopsi organisasi untuk meningkatkan kinerja ramah lingkungan karyawan. Sedangkan dampak negative pada proses produksi bisnis dan jejak karbon manusia mengharuskan perusahaan untuk mengadopsi gerakan strategis dan praktik bisnis yang berkelanjutan melalui Manajemen SDM Ramah Lingkungan. Penelitian ini berfokus pada berbagai praktik SDM Ramah Lingkungan yang dilakukan oleh perusahaan kedai kopi terbesar di dunia. Pendekatan penelitian ini menggunakan pendekatan kuantitatif yang mengekstraksi empat praktik utama SDM Ramah Lingkungan yang digunakan perusahaan yang diambil dari literatur, review, dan jurnal yang di sediakan. Praktik yang diidentifikasi adalah rekrutmen ramah lingkungan, pengembangan ramah lingkungan, penilaian kinerja ramah lingkungan, dan penghargaan ramah lingkungan. Sedangkan sampel penelitian adalah seluruh karyawan Starbucks Coffee di kota Manado. Kuesioner disebar ke empat cabang Starbucks Coffee di kota Manado pada bulan Agustus hingga Juli 2020. Dengan menggunakan skala tipe Likert sepuluh poin, praktik-praktik yang diekstraksi ini dievaluasi untuk mengetahui indikator SDM Ramah Lingkungan mana yang paling berdampak pada kinerja karyawan. Penelitian ini menemukan bahwa penerapan indikator Manajemen SDM Ramah Lingkungan seperti rekrutmen ramah lingkungan, pengembangan ramah lingkungan, dan penghargaan ramah lingkungan berdampak pada kinerja karyawan di Starbucks Coffee di kota Manado. Penelitian ini merekomendasikan peneliti lain agar menguji indikator-indikator lain dari Manajemen SDM Ramah Lingkungan yang mungkin dapat mempengaruhi kinerja karyawan dengan variasi variable lain yang berhubungan dengan penerapan konsep manajemen SDM ramah lingkungan.

Keyword: Rekrutmen ramah lingkungan, pengembangan ramah lingkungan, penilaian kinerja ramah lingkungan, penghargaan ramah lingkungan, kinerja karyawan

INTRODUCTION

Research Background

Every person, every department, every business, every industry, and every society are related and connected in some way. Therefore, the daily operations, research and development, management information systems and information technology, human resources, finance and accounting, and marketing departments are each engaged in sustainability in a different way. Yet through green business each company could both do their business while maintaining the resource, not just utilize but also give back to the nature. Companies and organizations are now adopting various sustainable or green policies and practices such as green human resource management, green supply chains and corporate social responsibility in order to protect the environment. The main topic here is the food and beverage company, specifically coffee shop. It can be assumed that the relation between human resource management and green business can be proceed as Green Human Resource Management to help company and organizations on improving their Employee Performance in environmental sustainability. Arulrajah, Opatha, and Nawaratne (2015) suggest that Green HRM is one of factor that is able to influence the performance of an organization or company. Organizations or company need their employees to understand that sustainability is a priority to improve sustainable company.

Therefore, company must begin to implement the green concept of human resource management for its sustainable existence. In the food and beverage industry, Starbucks Coffee itself has globally practiced green concept. This research here is looking at which indicators play most influence role in Green HRM on the company. As well as the Starbucks Coffee at Manado, adapting the green concept is imperative for the environment and could improve the performance for the employee and workers as the physical operations that are directly performed by the workforce. Although the past research shows that there is an increasing extent of the Green HRM generally, there is still gap about how effective the implementation of Green HRM can help the company in achieving their goals on sustaining as the sustainable company. The focused of this study was to provide an explanation for the application of Green HRM best practices, as well as in assisting organizations in understanding how they might enhance their Employee Performance through Green HRM indicators by engaging the green concept.

Research Objectives

1. To analyze the impact of Green Recruitment, Green Development, Green Performance Appraisal, and Green Reward on Employee Performance simultaneously.
2. To analyze the impact of Green Recruitment on Employee Performance partially.
3. To analyze the impact of Green Development on Employee Performance partially.
4. To analyze the impact of Green Performance Appraisal on Employee Performance partially.
5. To analyze the impact of Green Reward on Employee Performance partially.

THEORITICAL FRAMEWORK

Human Resource Management

Human resource management, according to Dessler (2005), is the process of employing, training, assessing, and rewarding employees, as well as managing their labor relations. Human resource management, according to Molkovich and Newman (2004), is a decision-making process that incorporates work relationships and has an influence on employee and organizational effectiveness.

Green Human Resource Management

Green HRM, according to Dutta (2012), consist of two primary components: environmentally friendly human resources practices and the preservation of knowledge capital. To implement an efficient Green HRM, all business personnel must improve their technical and management skills connected to the green idea.

Green Recruitment

Recruiting is a key component of Green HRM practice. Tang et al. (2017), for example, divide Green Recruitment and Selection into three components: candidate green awareness, green employer branding, and green criteria used to attract applicants.

Green Training and Development

According to Mandip (2012), green training and development can be used to prepare the employee to meet some new challenges and organizational change in environmental considerations to upgrade employee engagement to process and regenerate their skills and motivate them to perform well in the organization and to develop environmental skills.

Green Performance Appraisal

According to Jabbour (2011,) green performance appraisal is the process of evaluating an employee's strengths and limitations, as well as offering performance feedback, in order to enhance business goals and perform better as an environmentally friendly organization.

Green Pay and Reward

According to Aktar and Islam (2019), green pay and reward encourage employees to follow more HRM practices in green concept and therefore it creates a positive impact on employee engagement system in the organization.

Employee Performance

Basically, an employee is expected to present the best performance that she/he can show in completing the duties assigned to her/him; moreover, employee performance is surely impacted by a variety of critical elements for the creation of work results that become the goals of the organization or institution where the workers operate (Rivai, 2005).

Previous Research

Mishra (2017) explored the status and challenges of green human resource management practices in India, an under-researched area. Further, it proposes a theoretical framework to fill the identified gaps and build a sustainable organization. Multi-method approach was used. The research was conducted in two phases. Archival research was conducted in the first phase, and case study technique was employed in the second-phase. In the first-phase, an extensive literature review was carried out to gather insights on prevalent green human resource activities and their link with sustainable organizational development. In the second-phase, data were collected from the manufacturing organizations to analyze the status of the activities identified in the first-phase. This study highlighted status of green-human resource practices such as environmental training, green recruitment, performance appraisal, employee involvement, and compensation.

Ahmad (2015) focused upon the various Green Human Resource Practices pursued by the organizations all over the world and, explains the simplified meaning of GHRM. The study also adds to the extant literature by discussing future direction of some GHRM functions.

Mehta and Chugan (2016) intended to explain the concept of Green Human Resource Management, the companies' approach towards green HRM, its advantages, policies and practices. The paper discussed the current trends of green HRM practices in companies based on findings from a few studies, survey reports and secondary data from companies' web resources. It also brings out the role of HRM function towards creating a 'green' culture in companies.

Conceptual Framework

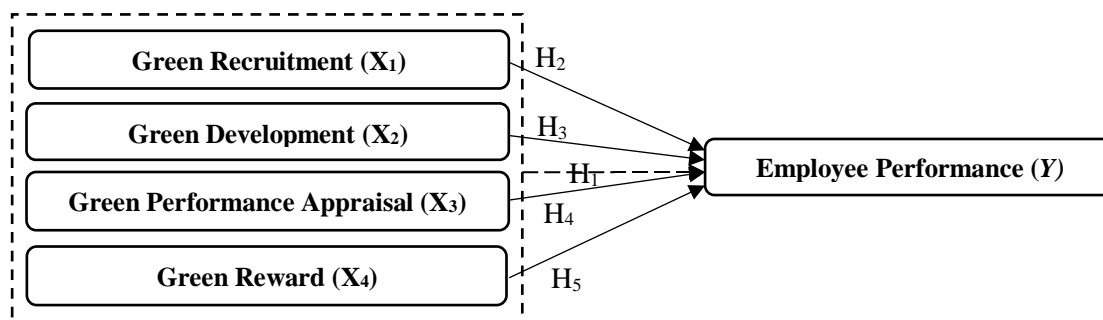


Figure 1. Conceptual Framework

Source: Literature Review

Research Hypothesis

- H1: Green Recruitment impact the Employee Performance partially
 H2: Green Development impact the Employee Performance partially
 H3: Green Performance Appraisal impact the Employee Performance partially
 H4: Green Reward impact the Employee Performance partially

RESEARCH METHOD

Research Approach

This research is Causal type of research. Causal study is the description of cause and effect of one variable to another (Sekaran and Bougie, 2013). This research is to investigate and determine if some variable cause another variable to change, which means in this research, if the variable Green Recruitment, Green Development, Green Performance Appraisal, and Green Reward can cause the change of Employee Performance as the dependent variable. In achieving the result, quantitative data is required as a research method based on paradigm that used to investigate the influence the impact of variables on Green Human Resource Management indicators towards Employee Performance.

Population, Sample, and Sampling Technique

In order to acquire the appropriate data, a researcher must specify the population to be researched. The population of the research is employees who work in Starbucks Coffee Kawasan Mega Mas, Starbucks Coffee Trans Kawanua, and Starbucks Coffee Sam Ratulangi Airport. The sampling technique in this study is total sampling. Total sampling using sampling techniques with the same number of samples as the population (Sugiyono, 2007). Questionnaire was used to gather data for this investigation. A variety of variables influence the questionnaire's design, including the sort of study being undertaken and how it will be done (Proctor, 2000).

Data Collection Techniques

The data that collected in this research, collected by using questionnaire based on total number of employees in the Starbucks Coffee Manado. After that, the data that are collected will be analyzed through SPSS to get the result. The design of the questionnaire is influenced by a number of factors, including the type of research being conducted and the way in which it will be conducted (Proctor, 2000). The questionnaire made using Likert-scale questions here are consisted of several response categories (Zikmund, 2003).

Operational Definition of Research Variables

Table 1. Variables Operational Definition and Indicators

Variables	Definitions	Indicators
Green Recruitment (X_1)	The recruitment process here are to hunt and stimulate the potential candidates to be putted in the vacancies which aims at increasing the quantity of candidates in the hiring process and select the best candidates that meet the requirements according to the green policies (Arulrajah, Opatha, and Nawaratne, 2015).	Green job desc and spec Green Recruitment sources Knowledge of the green awareness Green criteria Green selection activity
Green Development (X_2)	Green development refers to a system of activities that motivate the employees to learn environment skills, greening the work environment which lead the employees to pay attention more on the environmental issues (Jabbour, 2013)	Green training program Interest and enthusiasm on the green activities Green practices Green learning motivation Green training materials
Green Performance Appraisal (X_3)	Green performance assessment is a method of assessing workers' performance in relation to environmental management. Based on the evaluation, the appraiser, whom are usually a supervisor or manager, may provide the employee	Self-evaluation Knowledge and self-improvement Employer and employee role Periodic assessments Green quality appraisal

	with objective, actionable feedback (Mandip, 2012)	
Green Reward (X ₄)	Green reward is a process of monetary and non-monetary incentives designed to recruit, maintain, and motivate employees to achieve the environmental objectives (Aktar and Islam, 2019)	Bonus Career growth Task benefit Role model achievements Personal growth
Employee Performance (Y)	The outcome of work can be accomplished by an individual or a community in an organization in line with any of their duties in order to meet the organization's goals (Arulrajah, Opatha, and Nawaratne, 2015).	Self-commitment Work quality Communication and relationship Responsibility Task management

Source: Articles and Journals (2021)

Validity and Reliability Test

Any index of validity indicates the degree to measure what it claims when compared to accepted standards such as Freeman's definition of Validity. A reliability test demonstrates the consistency and stability of the answers to questions. Anastasi and Urbina (2002) claims that the constancy of scores received by the same people when they are re-examined with the same test on different days, or with various sets or similar items, or under other variable examining conditions is referred to as reliability.

Multiple Linear Regression

Multiple linear regression shows how one variable, Y, is affected by one or more X factors. Multiple linear analysis of regression is a quantitative means for evaluating the link between independent, dependent variables and the resulting relationship (Uyanik and Guler, 2013). The linear equation between dependent and independent variables is produced using this model.

The equation of multiple linear regression on this study can be seen as follows:

$$EP = \alpha + \beta_1 GR + \beta_2 GD + \beta_3 GPA + \beta_4 GR + \varepsilon$$

Where:

EP	= Employee Performance
α	= Intercept
$\beta_1, \beta_2, \beta_3, \beta_4$	= The regression coefficient of each variable
GR	= Green Recruitment
GD	= Green Development
GPA	= Green Performance Appraisal
GR	= Green Reward
ε	= Error

RESULTS AND DISCUSSION

Result

Validity and Reliability Test

The objective of the validity test is to determine whether or not the instrument is valid. In theory, if the correlation coefficient between the value of one indicator and the total value of one indicator and the total value of all indicators is equal to or more than 0.113 ($r \geq 0.113$) and less than the significance level of 5% then, the data is valid. Cronbach's Alpha is used in this study for the reliability test. If Alpha is less than 0.6, it is untrustworthy. Table 4.2 demonstrated that the Cronbach's Alpha of each variable in this study is larger than the acceptance level of 0.6, indicating that the data is acceptable or suggest strong internal consistency. As a result, the research instrument is trustworthy.

Classical Assumption Test

Normality Test

The normality test attempts to determine whether or not data has a normal distribution (Sarjono and Julianita, 2011).

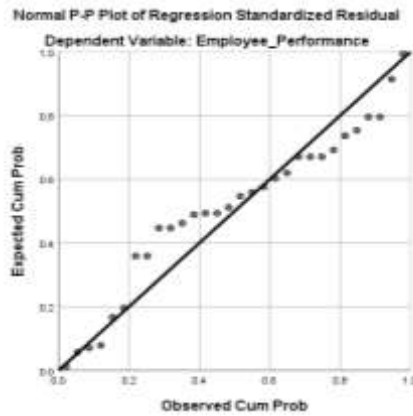


Figure 1. Normality Test
Source: Data Processed (2021)

Figure 1 depicts the dots spreading along the diagonal line and following the diagonal line’s direction. As a result, the normality test is approved, indicating that the data in this study is normally distributed.

Multicollinearity Test

This test is done by determine the tolerance and VIF value. This value is computed by SPSS software. Table 2 shows the result of multicollinearity test.

Table 2. Multicollinearity Test

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Green Recruitment	.064	7.726
	Green Development	.079	8.648
	Green Performance Appraisal	.075	8.362
	Green Reward	.090	9.162

a. Dependent Variable: Y
 (Source: Data Processed, 2021)

Heteroscedasticity Test

Heteroscedasticity test focuses on determining if the regression model produced unequal residual variance from one observation to the next (Ghozali, 2011).



Figure 2. Heteroscedasticity Test
Source: Data Processed (2021)

Figure 2 demonstrates that the dots are spreading and below the number zero in the Y axis, that the points are not from a wavy pattern, and that no other pattern has been created. This shows the multiple regression model fulfils the conditions for data linearity.

Multiple Linear Regression Analysis**Table 3. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients (B)	Std. Error (SE)	t _{count}	Sig. t
Constant	-1.350	.821	-1.644	.113
Green Recruitment	.096	.168	.568	.575
Food Quality	.378	.144	2.627	.015
R Square	.619	.142	4.362	.000
N (Respondents)	-.052	.144	-.362	.721

Source: Data Processed (2021)

To determine the effect of numerous independent factors on a dependent variable, a multiple linear regression model is employed. The data is analyzed using SPSS 23.0 software, and the results of multiple regressions are given in Table 3. The result in the table above, can be expressed operates as follow:

$$Y_i = -1.350 + 0.96 + 0.378 + 0.619 - 0.52 + e$$

The interpretation of the multiple linear regression equation on the table 3 is as follows:

1. In the equation, the constant = -1.350 shows that in a condition where all independent variables are zero, Employee Performance (Y) as dependent variable is -1.350.
2. Coefficient value of 0.96 means that if there is one unit increase in Green Recruitment (X_1) than the Employee Performance (Y) will increase 0.96 assuming that other variables are constant.
3. Coefficient value of 0.378 means that if there is one unit increase in Green Development (X_2) then the Employee Performance (Y) will increase 0.378 assuming that other variables are constant.
4. Coefficient value of 0.619 means that if there is one unit increase in Green Performance Appraisal (X_3) than the Employee Performance (Y) will increase 0.619 assuming that other variables are constant.
5. Coefficient value of -0.52 means that if there is one unit increase in Green Reward (X_4) then the Employee Performance (Y) will increase -0.52 assuming that other variables are constant.

The Coefficient of Determination

Coefficient of Correlation is a measure of association between two variables, and it ranges between -1 and 1. If the two variables are in perfect linear relationship, the correlation coefficient will be either 1 or -1. The sign depends on whether the variables are positively or negatively related. If there is no linear relationship between the variables, the correlation coefficient is 0. While the coefficient of determination test (R^2) assesses how well the model explains variance in the dependent variable. According to Ghozali (2011), this is due to the fact that the independent factors in this study are more than two variables, and the value might change if one independent variable is added to the regression model. The value of the coefficient of determination (R^2) is between 0 and 1. If the coefficient of determination (R^2) is 0, then no dependent variable is explained by the independent variable. If the coefficient of determination (R^2) is 1, then there is the dependent variable which is explained by the independent variable.

Hypothesis Test**F – Test**

$$\alpha = 0.05 \text{ and } sig = 0.00. F_{\text{Count}} = 161.732$$

$$F_{\text{table}} = F_{\text{Inv}}(0.05, k-1, n-k)$$

$$= F_{\text{Inv}}(0.05; 3-1; 100-3)$$

$$= F_{\text{Inv}}(0.05, 2.97)$$

$$= 3.090$$

From the F-test, by using the significant value of 0.05 ($\alpha = 0.05$), so the calculated is ($F_{\text{count}} = 161.732 > F_{\text{table}} = 3.090$). Since the F_{count} is greater than F_{table} , H_0 is rejected and H_a is accepted. It means that the independent variables which is online review, and food quality significantly affect the dependent variable which is purchase intention simultaneously.

T – Test

$$t_{\text{Table}} = T_{\text{Inv}}(0.05; n-k)$$

$$= T_{\text{Inv}}(0.05; 100 - 3)$$

$$= T_{\text{Inv}}(0.05; 97)$$

= 1.984

From the T – Test the results is;

1. The partial influence of Green Recruitment (X_1) on Employee Performance (Y), the $t_{\text{count}} = 0.568$ and $t_{\alpha(0.5)} = 2.03011$ since $t_{\text{count}} > t_{\alpha}$ then H_0 is rejected and H_1 is accepted. It means that Green Recruitment (X_1) has positive and no significant partial influence on Employee Performance (Y).
2. The partial influence of Green Development (X_2) on Employee Performance (Y), the $t_{\text{count}} = 2.627$ and $t_{\alpha(0.5)} = 2.03011$ since $t_{\text{count}} > t_{\alpha}$ then H_0 is rejected and H_1 is accepted. That is, Green Development (X_2) has a positive and no significant partial effect on Employee Performance (Y).
3. The partial influence of Green Performance Appraisal (X_3) on Employee Performance (Y), the $t_{\text{count}} = 4.362$ and $t_{\alpha(0.5)} = 2.03011$ since $t_{\text{count}} > t_{\alpha}$ then H_0 is rejected and H_1 is accepted. It means that Green Performance Appraisal (X_3) has positive and no significant partial influence on Employee Performance (Y).
4. The partial influence of Green Reward (X_4) on Employee Performance (Y), the $t_{\text{count}} = -0.362$ and $t_{\alpha(0.5)} = 2.03011$ since $t_{\text{count}} < t_{\text{table}} (\alpha = 0.5)$, then H_0 accepted and H_1 rejected. It means that Green Reward (X_3) has negative and no significant partial influence on Employee Performance (Y).

Discussion

The Influence of Green Recruitment, Green Development, Green Performance Appraisal and Green Reward on Employee Performance

Based on the data that has been processed by statistical tests, researchers found that the Green Recruitment, Green Development and Green Reward influence simultaneously on Starbucks Coffee employee performance in Manado. This study's findings are appropriate or fit for the chosen F-test. The independent factors impact the dependent variable, according to the R-square correlation test. Employee performance will be determined by green recruiting, green development, green performance evaluation, and green reward. The four samples of Starbucks Coffee in Manado have apply the green human resource management as their system to support the employee performance. All of the indicators of green human resource management give impact to the employee itself to make themselves aware of the environment and making the company aware of the waste that could possibly made by the company itself. It clearly perceived well and each of the green human resource management practices will be evidently explained. Each of the examined Starbucks Coffee in Manado have been proved to do such green human resource management indicators which are, green recruitment, green development, green performance appraisal and green reward into their practice in making the employee itself reducing their own waste or carbon footprint which is helping the company to reduce the waste by its own employee. Both from the company and employee are fairly supporting as well as to give positive feedback on concerning the green practice on its human resource management system.

The Influence of Green Recruitment on Employee Performance

Based on the t-test statistic, it can be explained that Green Recruitment on the employees of Starbucks Coffee Manado has a significant and positive coefficient. It means that the recruitment processes in Starbucks Coffee can support effective environmental management by practicing the company's environmental culture and capable in maintaining its environmental values. According to Wehrmeyer (1996), successful environmental management may be aided by ensuring that new employees are familiar with the company's environmental culture and capable of upholding its environmental principles. Further research should address questions related to the green employer's enthusiasm in achieving the environmental goals and how the potential job seekers perceive or rate them on the parameters of sustainability as claimed. Potential workers, on the other hand, look for and desire to work in environmentally conscious businesses. Which support the result of this variable that Green Recruitment have significant impact to the Employee Performance.

The Influence of Green Development on Employee Performance

In the results of the statistics that have been processed, this study therefore found that Green Development is positively related to the Employee Performance. The influence of the independents variables partially can be seen from the significant value of T-test result show that variables of Green Development on Starbucks Coffee Manado employee have positive and significant coefficient. Cabral and Dhar (2020) also support that Starbucks Coffee Manado need to foster their green competencies through various Green Development practices, that aim to emphasize employee sensitivity towards sustainable development, as well as plays a major role in building an organizational citizenship behavior towards the environment in the

workplace. Besides, sustainable development process for the employees should also be adept to educate the customers regarding the advantages of becoming more earth-friendly have the green awareness.

The Influence of Green Reward on Employee Performance

The statistical test revealed that the Green Reward has a significant impact on the Starbucks Coffee Employee Performance. These rewards include bonuses, special leaves, gift vouchers, flexible schedules, paid holidays, profit sharing schemes, and paid time off. These rewards improve employees to perform desire behaviors which in turn ensure that organizations sustainable practices are improved. Employees are driven to perform well because they know that if their performance outcomes are good, they will receive a specific pay or incentive. Green performance management and appraisal, as well as green awards and pay, are favorably associated with environmental actors, psychological atmosphere, and employee performance, according to study by Bin Saeed et al. (2018). Employee performance is also favorably and strongly associated with all other Green HRM initiatives.

CONCLUSION AND RECOMMENDATION

Conclusion

After examining the collected data, there are some conclusions based on this research that conducted to analyze the impact of Green HRM on Employee Performance in Starbucks Coffee Manado. This study concludes that there is a significant relationship between Green HRM including Green Recruitment, Green Development, Green Performance Appraisal, and Green Reward on Employee Performance. The result of the study is:

1. Green HRM indicators have a significant impact on Employee Performance on Starbucks Coffee employee in Manado simultaneously.
2. Green Recruitment has significant impact on Employee Performance on Starbucks Coffee Employee in Manado partially.
3. Green Development has significant impact on Employee Performance on Starbucks Coffee employee in Manado partially.
4. Green Performance Appraisal has significant impact on Employee Performance on Starbucks Coffee employee in Manado partially.
5. Green Reward has significant impact on Employee Performance on Starbucks Coffee employee in Manado partially.

Recommendations

Based on the result of the study, the following are some recommendations which can be applied:

1. Based on this research, the company that want to improve their employee performance in environmental changes should increase their practices on choosing the candidates as the indicators of Green Recruitment and should improve their salary and reward management as the indicators of Green Reward.
2. The study recommends for the companies to implement the Green Human Resource Management indicators well and consistent with the rules, not only for the formality but as the proper application for long-term development for the employee performance in pro-environmental performance. The solution that can be made is to increase the amount of the Green Recruitment, and Green Reward because the larger the amount, the better the Employee Performance as it can prevent the problems in the application. Also, other coffee shop in Manado should use more of the Green Recruitment and Green Performance Appraisal since they are the Green Human Resource indicators that found to have influence on Employee Performance.
3. While for the next author is expected to find another coffee shop company as the samples in order to identify the application of the Green Human Resource Management. In addition, there are many variables that have not been used in this study that relate to the application of the Green Human Resource Management indicators, including transparency and disclosure, earnings management, and so on. Theoretically, these variables that has been researched have significant effect on Employee Performance, so if the previous research that stated the same, but the result of this research only represented by the four stores of Starbucks Coffee Manado. The Company will need to improve all of the existing Green Human Resource Management indicators by updating any information and citation.

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