The Influence of Socially Responsible Human Resource Management (SRHRM) and Green Transformational Leadership on Green Innovation and Green Performance Employees at RSU Kusuma Hospital Pamekasan

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Abstract— *The aim of this research is prove and analyze the effect of socially responsible human resource management (SHRRM) and green transformational leadership on green innovation and green performance of employees at Kusuma Hospital Pamekasan. The population of this study were all paramedical employees at Kusuma Hospital Pamekasan Hospital, amounting to 75 employees. The research data collection tool is a questionnaire. The data analysis technique used the Structural Equation Model (SEM) tool, then the Partial Least Square (PLS) program was used. The results show that socially responsible human resource management affects the green innovation variable, green transformational leadership affects the green innovation variable, socially responsible human resource management affects the green employee performance.*

Keywords— *Socially Responsible Human Resource Management, Green Transformational Leadership, Green Innovation and Green Performance Employees.*

I. BACKGROUND

One of the important problems that are often faced in economic development efforts is the fulfillment of development needs with efforts to maintain environmental sustainability. Economic development based on natural resources that does not pay attention to aspects of environmental sustainability can ultimately have a negative impact on the environment itself. We can start by keeping our environment clean, such as throwing garbage in its place, cleaning gutters and so on.

Green Economy or green economy is an economic idea that aims to improve the welfare and social equality of the community, while reducing the risk of significant environmental damage. In order to realize a green economy, the Indonesian government has been working progressively on the planning of the Low Carbon Development Initiative (PRK) since the initiative was launched at UNFCC COP 23. The CRP initiative aims to explicitly include environmental considerations.

In the organization in particular, there are still many employees who do not care about the environment and lack of interest in reminding each other to care more about their environment and health. Therefore, the existence of organizational leaders who can move their employees to be more concerned about the surrounding environment is needed. Because in business we are not only focused on company profits or just providing excellent service, but also the leadership of a company has social responsibility for the company's internal and external environment because we have to anticipate the impact of the business we run on the surrounding environment. Green transformational leadership plays an important role for innovation development. Companies should actively adopt environmental management to comply

with environmental trends to enhance their green image and competitive advantage. Green innovation becomes a strong competitive weapon, because consumers or society become more concerned about the environment.

Green transformational leaders can provide an inspirational vision, which can motivate followers to proactively create a healthy environment. In addition, transformational leaders can promote creative ideas in their organizations and their behavior can act as a creativity-enhancing force. The behavior of leaders who motivate followers to achieve environmental goals and inspire followers to perform beyond the level of environmental performance is an important determinant of green performance.

Several previous research results on SRHRM showed a positive effect on performance, both employee performance and organizational performance. According to Fernandez et al., (2018) there is a relationship between SRHRM and employee commitment, and on the other hand, that employee perception has an influence. affect the extent to which this relationship is developed. HR managers and line managers perceive SR-HRM in the same way and line managers and non-managerial employees generally do. SRHRM has a positive and significant effect on employee performance and green transformational leadership on green innovation and environmental performance. In addition, the results show that the influence of green human resources on environmental performance is multiplied by green innovation, which reflects the value and important role of green innovation in the environmental performance of companies. (Elnasr, et al., 2020)

This study examines and analyzes employee concern for the environment, especially in service companies, while the research conducted by Singh et al., (2020) is applied to employees of SMEs in the manufacturing sector. This study seeks to find the sustainability of green innovation and green

40

performance of employees in an organization can be created with the existence of corporate social responsibility management and the existence of green transformational leaders who can motivate employees to care about the organization's environment. Green transformational leadership as a strategic resource and green human resource management practice helps attract, develop and retain green employees to engage in green innovation for superior environmental performance (Kaur et al., 2019, Leal-Millan et al., 2016).

II. LITERATURE

A. Socially Responsible Human Resource Management (SHRRM)

In Indonesia, CSR activities are an obligation for companies, especially those in the form of limited liability companies. CSR activities of a company can be divided into 2, namely internal such as company employees, and external such as the surrounding community. This study emphasizes the support of company employees for the company's external CSR activities which usually consist of reducing poverty, climate change, environmental sustainability, and community involvement because it is different from internal CSR activities that focus more on internal employees, company CSR activities aimed at external parties. tend to be less in line with the wishes of company employees (Shen & Zhang, 2017).

SRHRM influences employee behavior through different social and psychological processes (Hu and Jiang, 2018). Due to its employee-centered characteristics, SRHRM can influence employees in the process of moral reflectivity and encourage them to participate in social cognitive theory initiatives. Employees who give sufficient thought to morality are more likely to care for the welfare of others and develop prosocial work behaviors.

B. Green Transformational Leadership

Transformational leadership style is a leader who is able to pay attention to the concerns and self-development needs of followers, excites, excites, and inspires followers to expend extra effort to achieve group goals (Bowel and Frort in Podsakoffel et al., 1996). Transforming leaders try to raise the consciousness of followers by directing them to higher ideals and moral values. Burns and Bass have described transformational leadership in organizations and distinguished transformational, charismatic and transactional leadership.

Green transformational leadership will positively affect green awareness, which is positively related to green performance. The second objective of this paper is to explore the relationship between green awareness and green performance. In addition, self-efficacy refers to belief in one's ability to execute and organize actions (Chen et al., 2014).

Transformational leadership also involves developing closer relationships between leaders and followers. With transformational leadership, leaders help subordinates to see interests that are more important than their own for the mission and vision of the organization or group. Transformational leaders can encourage their followers to act beyond immediate self-interest through charisma, individualized consideration, intellectual stimulation, and inspirational motivation. Since

transformational leaders can stimulate their employees to develop new ideas, apply their knowledge, and learn new technologies, transformational leadership can create a context of organizational attention and enable a mindful organizing process (Chen at al., 2014).

C. Green Innovation

Green innovation refers to the development of environmentally friendly products and processes (Albort-Morant et al., Cepeda-Carrión, 2016) through the adoption of organizational practices i.e., more environmentally friendly raw materials, use of less materials during product design using environmentally friendly design principles. environment and aims to reduce emissions, reduce consumption of water, electricity, and other raw materials. Several previous studies have shown that organizations with green innovations are highly successful (Morant et al., 2017) and have better overall performance than their competitors, as they leverage their green resources and capabilities to respond quickly and appropriately to customers.

Previous studies have shown that green innovation should not be considered as a reactive action of companies to stakeholder pressure through proactive organizational intentions and practices to improve environmental performance to gain competitive advantage. environment.

Green innovation not only improve processes, products, and organizations by enhancing technological capabilities, they can also prevent pollution and save energy. The measurement of the company's performance and success in adopting green product innovation consists of four items, including:

1. Use of materials that have the least negative impact in product development or design.
2. Selection of materials that consume the least energy and resources in developing or designing products.
3. The use of the least amount of material (covering the product) in developing or designing a product.
4. Companies carefully consider whether the product is easy to recycle, reuse, and decompose in product development or design (Lai et al., 2003; Wen and Chen, 1997; Chen et al., 2006).

D. Green Performance Employee

Green work employee performance is defined as the degree to which a particular employee has engaged in behaviors (actions and activities) and produced results with respect to greening over a certain period of time. It is really about the environmental related work performance by an employee in an organization in a given period of time. Thomas et al., (2010) stated that green work should cover all areas of professional and vocational work. Therefore, we can conclude that every job in an organization has the potential to generate green performance. However, many jobs that are green in principle are not green in practice because of the environmental damage caused by inappropriate practices. The idea of green work is thus not absolute,

Individual level green performance of each job is critical in reducing the overall negative environmental impact of the organization. Individual green performance in the workplace is a key input in reducing the organization's overall negative

41

environmental impact and increasing the organization's overall positive environmental impact. In measuring the performance of green job employees, the quality of job performance is a key phenomenon. In achieving the goals, objectives and targets of environmental performance by employees, the organization must check whether the achievement takes place without violating the relevant organizational environmental policies, rules, regulations, ethics and procedures or not. For example, in a manufacturing organization, employees may dispose of waste without management knowing and may try to demonstrate zero waste at a particular manufacturing facility.
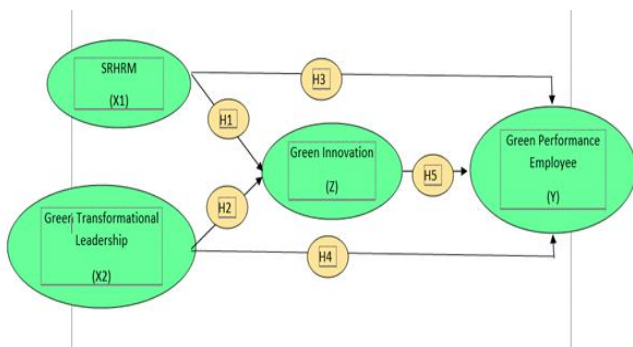
E. Conceptual Framework and Hypotheses

Fig. 1. Conceptual Framework

Based on this conceptual framework, this study proposes the following hypothesis which is a temporary answer to the problems faced by the Kusuma Hospital Pamekasan General Hospital.

H1: Socially responsible human resource management (SHRRM) has an effect on green innovation at Kusuma Hospital Pamekasan.

H2: Green Transformational Leadership (SHRRM) has an effect on green innovation at Kusuma Hospital Pamekasan.

H3: *Socially Responsible Resource Management* (SHRRM) has an effect on Green Performance Employees at Kusuma Hospital Pamekasan.

H4: Green Transformational Leadership has an effect on Green Performance Employees at Kusuma Hospital Pamekasan.

H5: Green innovation has an effect on Green Performance Employees at Kusuma Hospital Pamekasan.

III. RESEARCH METHODS

This research is a quantitative research with causal explanatory research. The population in this study were all paramedical employees at Kusuma Hospital Pamekasan with a total of 75 employees. The sampling technique used is total sampling (saturated sampling or census), using all members of the population as many as 57 respondents. In this study, the tool used to analyze the data was using the Structural Equation Model (SEM), then the Partial Least Square (PLS) program was used.

IV. RESULTS AND DISCUSSION

A. Characteristics of Respondents

In general, the respondents were male with a total of 16 people (21.6%), while the female respondents were 59 people (78.4%)

TABLE 1. Characteristics by Gender of Respondents

Gender	Number of Respondents	Percentage (%)
Man	16	21.6
Woman	59	78.4
Total	**75**	**100.0**

Then the characteristics of respondents based on age are respondents aged around 20 - 30 years with a total of 42 people (56%), while respondents aged 31 - 40 years are 33 people (44%), there are no respondents who have an age of around 41-50 years.

TABLE 2. Characteristics Based on Respondents Age

Age	Number of Respondents	Percentage (%)
20 - 30 yrs	42	56
31 - 40 yrs	33	44
41 - 50 yrs	0	10.5
Total	**75**	**100.0**

Furthermore, the characteristics of respondents based on education, respondents have education D III Midwifery with a number of 30 people (40%), while respondents with educationD III Nursing there were 18 people (24.2%), and the remaining 15 respondents each (19.9%) had a bachelor's degree in nursing and a bachelor's degree in Midwifery.

TABLE 3. Characteristics Based on Respondents' Education

Education	Number of Respondents	Percentage (%)
D III Nursing	18	24.2
D III Midwifery	30	40
S1 Nursing	15	19.9
S1 Midwifery	12	15.9
Total	**75**	**100.0**

B. Instrument Test Results

Rules of thumb used to assess convergent validity, namely the loading factor value of more than 0.70, but the loading factor value of 0.5-0.6 is still considered sufficient. Based on the convergent validity test, it is known that all indicators in each statement are declared valid as a construct measuring instrument so that all indicators are feasible or valid to be used and can be used for further analysis, because all of them have a convergent validity value above 0.5.

TABLE 4. Validity Test (convergent validity)

Variable	Items	original sample estimate	P-Values	Note:
Socially Responsible Human Resource Management (SHRRM) (X1)	X1.1	0.732	0.000	Valid
	X1.2	0.730	0.000	Valid
	X1.3	0.712	0.000	Valid
	X1.4	0.700	0.000	Valid
	X1.5	0.749	0.000	Valid
	X1.6	0.699	0.000	Valid
	X1.7	0.732	0.000	Valid
	X1.8	0.724	0.000	Valid
	X1.9	0.730	0.000	Valid
Green Transformational Leadership (X2)	X2.1	0.626	0.000	Valid
	X2.2	0.692	0.000	Valid
	X2.3	0.708	0.000	Valid

Variable	Items	*original sample estimate*	*P-Values*	Note:
	X2.4	0.795	0.000	Valid
	X2.5	0.746	0.000	Valid
	X2.6	0.818	0.000	Valid
	X2.7	0.716	0.000	Valid
	X2.8	0.756	0.000	Valid
	X2.9	0.765	0.000	Valid
	X2.10	0.793	0.000	Valid
	X2.11	0.616	0.000	Valid
	X2.12	0.620	0.000	Valid
	Z.1	0.763	0.000	Valid
	Z.2	0.782	0.000	Valid
Green Innovation (Z)	Z.3	0.850	0.000	Valid
	Z.4	0.792	0.000	Valid
	Z.5	0.779	0.000	Valid
	Z.6	0.577	0.000	Valid
Green Performance Employee (Y)	Y.1	0.565	0.000	Valid
	Y.2	0.602	0.000	Valid
	Y.3	0.649	0.000	Valid
	Y.4	0.749	0.000	Valid
	Y.5	0.720	0.000	Valid
	Y.6	0.724	0.000	Valid
	Y.7	0.761	0.000	Valid
	Y.8	0.726	0.000	Valid
	Y.9	0.749	0.000	Valid
	Y.10	0.756	0.000	Valid
	Y.11	0.761	0.000	Valid
	Y.12	0.695	0.000	Valid
	Y.13	0.757	0.000	Valid
	Y.14	0.788	0.000	Valid
	Y.15	0.732	0.000	Valid
	Y.16	0.756	0.000	Valid
	Y.17	0.798	0.000	Valid
	Y.18	0.783	0.000	Valid

In addition to observing cross loading, discriminant vaidity can also be determined through another method, namely by using AVE. AVE aims to determine that the construct variable has a good discriminant validity value. The mean value of extracted variance (AVE) must be greater than 0.5. The results of the AVE value for the indicator block that measures the construct can be expresseddownThe discriminant validity value is good because the AVE value is > 0.5. This means that all construct variables are declared to have good discriminant validity.

TABLE 5. Test Results Discriminant Vaidity AVE

	Average Variance Extracted (AVE)
Socially Responsible Human Resource Management (SHRRM) (X1)	0.523
Green Transformational Leadership (X2)	0.524
Green Innovation (Z)	0.581
Green Performance Employee (Y)	0.531

Composite reliability is the acceptable limit value. The level of good composite reliability (ρc) is 0.7. The following is the composite reliability value of each variable used in this study.It can be seen that the composite reliability value of all research variables is > 0.70. These results indicate that each variable has met composite reliability so that it can be concluded that all variables are adequate in measuring the measured latent variables/constructs so that they can be used in further analysis.

TABLE 6. Composite reliability

	Composite Reliability
Socially Responsible Human Resource Management (SHRRM) (X1)	0.908
Green Transformational Leadership (X2)	0.929
Green Innovation (Z)	0.891
Green Performance Employee (Y)	0.953

The reliability test with composite reliability above can be strengthened by using the Cronbach alpha value. Cronbach Alpha value is greater than 0.6. The following is the cronbach alpha value for each variable. Cronbach alpha value of each research variable is > 0.60. Thus these results can indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

TABLE 7. Reliability Test

	Cronbach Alpha
Socially Responsible Human Resource Management (SHRRM) (X1)	0.887
Green Transformational Leadership (X2)	0.916
Green Innovation (Z)	0.853
Green Performance Employee (Y)	0.947

C. Inner Model Test

In this study, to test the research hypothesis used Partial Least Square (PLS) analysis with the SmartPLS program.
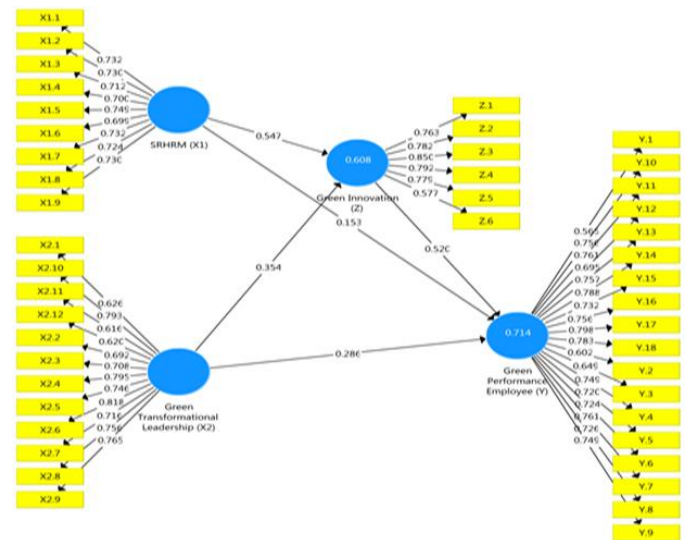

Fig. 2. PLS Research Model

The result of the inner weight value above shows that the Green Innovation variable is influenced by Socially Responsible Human Resource Management (SHRRM) and Green Transformational Leadership while the Green Performance Employee variable is influenced by the Socially Responsible Human Resource Management (SHRRM), Green Transformational Leadership and Green Innovation variables described. in the structural equation below.

$$Z = 0.547 \ X1 + 0.354 \ X2$$
$$Y = 0.153 \ X1 + 0.286 \ X2 + 0.520 \ Z$$

D. Hypothesis testing

Judging from the effect of exogenous variables on endogenous variables, how to judge if tstatistics>critical(1.96) then the exogenous variable is declared to have a significant effect on the indogen variable as follows:

TABLE 8. Hypothesis Test

	Original Sample	Sample Mean	Standard Deviation	T Statistics
Socially Responsible Human Resource Management (SRHRM) (X1) -> Green Innovation (Z)	0,547	0,554	0,097	5,653
Green Transformational Leadership (X2) -> Green Innovation (Z)	0,354	0,353	0,094	3,778
Socially Responsible Human Resource Management (SRHRM) (X1) -> Green Performance Employee (Y)	0,153	0,157	0,090	1,710
Green Transformational Leadership (X2) -> Green Performance Employee (Y)	0,286	0,296	0,087	3,288
Green Innovation (Z) -> Green Performance Employee (Y)	0,520	0,507	0,106	4,924

1. *Socially Responsible Human Resource Management (SHRRM)* has a significant effect on Green Innovation, because the statistical T value is5,653 which means greater than 1.96.
2. *Green Transformational Leadership* has a significant effect on Green Innovation, because the statistical T value is 3,778 which means greater than 1.96.
3. *Socially Responsible Human Resource Management (SHRRM)* no has a significant effect on Green Performance Employee, because the value of T statistic is1,710 which means less than 1.96.
4. *Green Transformational Leadership* has a significant effect on Green Performance Employee, because the value of T statistic is 3,288 which means greater than 1.96.
5. *Green Innovation* has a significant effect on Green Performance Employee, because the value of T statistic is 4,924 which means greater than 1.96.

V. CONCLUSION

The results of data analysis show that socially responsible human resource management has a significant positive effect on green innovation. This is indicated by the test conducted on the green innovation variable, where the T-Statistic value generated by the socially responsible human resource management variable is greater than 1.96, namely5,653.Thus the first research hypothesis which reads "Socially responsible human resource management (SRHRM) affects green innovation at RSU Kusuma Hospital Pamekasan" is accepted. The results of this study support the research results of Sadman Rana Rakin et al (2020) which revealed that SRHRM is positively related to environmental performance and Green Innovation.

Analysis result shows the influence of socially responsible human resource management on green innovation onparamedic employees at Kusuma Hospital Pamekasan General Hospital. This means that when the intensity of socially responsible human resource management of paramedical employees at Kusuma Hospital Pamekasan increases, green innovation will also increase as well. In other words, the green innovation of paramedical employees at Kusuma Hospital Pamekasan can be improved by having good socially responsible human resource management. Therefore, if RSU Kusuma Hospital Pamekasan wants to increase green innovation, it is necessary to pay attention to the extent to which employees are socially responsible for human resource management.

The results of data analysis show that green transformational leadership has a significant positive effect on green innovation. This is indicated by the tests carried out on the green innovation variable, where the T-Statistic value produced by the green transformational leadership variable is greater than 1.96, namely3,778.Thus the second research hypothesis which reads "Green Transformational Leadership (SRHRM) affects green innovation at RSU Kusuma Hospital Pamekasan" is accepted.

Analysis result shows the effect of green transformational leadership on green innovation onparamedic employees at Kusuma Hospital Pamekasan General Hospital. This means that when the intensity of green transformational leadership of paramedical employees at Kusuma Hospital Pamekasan increases, the green innovation will also increase. In other words, the increase in green innovation of paramedical employees at Kusuma Hospital Pamekasan can be formed by having good green transformational leadership. Therefore, if RSU Kusuma Hospital Pamekasan wants to increase green innovation, it is necessary to pay attention to the extent of employee green transformational leadership.

The results of data analysis show that socially responsible human resource management does not have a significant positive effect on green employee performance. This is indicated by the test carried out on the green performance employee variable, where the T-Statistic value generated by the socially responsible human resource management variable is smaller than 1.96, namely1,710. Thus the third research hypothesis which reads "Socially responsible human resource management (SRHRM) affects the green performance of employees at Kusuma Hospital Pamekasan Hospital" is rejected.

Analysis result shows that socially responsible human resource management does not have a significant effect on green employee performance but has a positive influence onparamedic employees at Kusuma Hospital Pamekasan General Hospital. This means that when the intensity of socially responsible human resource management of paramedical employees at Kusuma Hospital Pamekasan increases, the green performance of employees will also increase, but not significantly. In other words, the increase in the green performance of paramedical employees at Kusuma Hospital Pamekasan can be formed by having good socially responsible human resource management. Therefore, if RSU Kusuma Hospital Pamekasan wants to improve employee green performance, it is necessary to pay attention to the extent of the role of socially responsible human resource management of employees. Based on the results of observations,

The results of data analysis show that green transformational leadership has a significant positive effect on green employee performance. This is indicated by the tests carried out on the green performance employee variable, where the T-Statistic value produced by the green transformational

leadership variable is greater than 1.96, namely 3,288. Thus, the fourth research hypothesis which reads "green transformational leadership has an effect on green employee performance at Kusuma Hospital Pamekasan Hospital" is accepted. The results of this study support the research results of Chen et al (2014); Zafar et al (2017) where green transformational leadership has a positive effect on green performance. Zhou et al (2018) also prove that green transformational leadership is positively related to green product development performance.

Analysis result shows the effect of green transformational leadership on green employee performance on paramedic employees at Kusuma Hospital Pamekasan General Hospital. This means that when the intensity of green transformational leadership of paramedical employees at Kusuma Hospital Pamekasan increases, the green performance of employees will increase. In other words, the increase in the green performance of paramedical employees at Kusuma Hospital Pamekasan can be formed by having good green transformational leadership. Therefore, if RSU Kusuma Hospital Pamekasan wants to improve employee green performance, it is necessary to pay attention to the extent of employee green transformational leadership.

VI. RECOMMENDATION

For further research, it is expected to add or develop other variables besides the variables used in this study which are thought to affect Training Effort and Organizational Citizenship Behavior for the Environment such as Green Transformational Leadership, Green Innovation, Green Performance Employees, and others.

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45

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