ABSTRACT

In business competition, MSMEs are required not only to have working capital but also to be able to manage human resources well. One of the strategies undertaken by MSMEs to win the competition is by implementing Green Human Resources management in their HR management. This study aims to analyze the effect of Green Human Resources management which consists of Green Recruitment, Green Training & Development, Green Performance & Appraisal, and Green Compensation & Rewards on Competitive Advantage and Sustainability Business on MSMEs in Bukittinggi. The research method used is a quantitative method with statistical analysis of the Structural Equation Model (SEM). The research results confirm that Green Recruitment, Green Performance & Appraisal, and Green Compensation & Reward affect Competitive Advantage and Sustainability Business. Meanwhile, Green Training & Development does not affect Competitive Advantage and Sustainability Business. Good implementation of Green Human Resources Management at MSMEs in Bukittinggi will affect competitive advantage and Sustainability Business.

Keywords: Green Human Resources Management; Competitive advantage; Sustainability Business.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are an important economic element for the economic growth of society and are a type of business that can absorb a lot of labor because of their labor-intensive nature. Human resources (HR) with quality and global competitiveness are critical to the success of MSMEs. For this reason, HR Management is needed so that each individual who works can contribute optimally to MSMEs (Alma, 2019).

Based on the policies implemented by the Ministry of Cooperatives and SMEs in Indonesia in 2015-2019, cooperatives and MSMEs are directed to increase productivity, feasibility, and added value so that they can grow to a larger scale and be competitive. The policy direction for improving the quality of human resources is carried out...
through several strategic steps to improve the competitiveness of MSMEs, including increasing the capacity of MSME HR in the regions through training and mentoring that involves stakeholders, namely the local government, entrepreneurs, and academics to increase the competitiveness of MSMEs and increase the spirit of entrepreneurship by businesses that are profitable and sustainable, by increasing the awareness of MSMEs on environmental management. Implementation of Green Human Resources (GHRM) is an effort to increase productivity and corporate commitment (MSMEs) in maintaining environmental sustainability (Lenny & Ahmad, 2019).

Sustainable Business is a business effort to minimize negative environmental and social impacts so that future generations will have adequate resources to meet their needs (Ramli & Mariam, 2020). Sustainable business is not only safe for the environment, it must also be of good quality to succeed in a competitive global market (Mariam & Ramli, 2020). Sustainable business is often defined as a business model that manages the triple bottom line where companies manage their finances and their social and environmental impacts (Chandra, Takaya, and Ramli, 2019; Takaya, Ramli and Lukito, 2019; Ghazmahadi, Basri, Kusnadi, and Ramli, 2020).

Based on the results of the pre-survey of 30 MSMEs, it was found that business sustainability was not optimal as shown in table 1

| No | MSMEs save water and electricity use in the production process | Yes  | No  |
|----|-------------------------------------------------------------|------|-----|
| 1  | MSMEs save water and electricity use in the production process | 68%  | 32% |
| 2  | MSMEs carry out activities with external parties related to social activities in the community | 55%  | 45% |
| 3  | MSMEs benefit according to the target                        | 60%  | 40% |

Source: Primary data that is processed

Based on previous research and the results of interviews with sources who are competent in their fields, it is found that several variables that are suspected of influencing Sustainability Business are Competitive Advantage and Green Human Resources Management.

Human Resource Management (HRM) is the most important aspect in business management, through an innovative approach to improving the economy, technology, socio-culture, and corporate environment (Cech et al., 2016). The demands of the
economy, globalization, diversity, and technology, encourage companies to make various management developments in the field of corporate human resources (Diana, 2015). One form of development in the HRM sector is by adding an environmental element known as Green Human Resource Management (GHRM), which facilitates employee involvement in environmental management which is manifested in the form of a joint commitment to change actions to implement environmental management (protection). Pinzone et al., 2016). Besides that GHRM is a policy and practice that is needed by someone who carries out the aspects of people or recruitment, screening, training, reward, and assessment. For example, Green Recruitment, Green Training & Development, Green Performance & Appraisal, and Green Compensation & Rewards. (Renwick, 2013; Jabbour, 2011) Green Human Resource Management focuses more on systemic planning related to human resource management practices that are in line with organizational goals in environmental management (Millar et al., 2016). The implementation of Green Human Resource Management is one form of effort to increase productivity and company commitment (MSMEs) in maintaining environmental sustainability. Competitive advantage can be identified by low costs and differentiation (Porter, 2008). Firms can, through the efficient use of labor and capital, gain a competitive advantage by selling products or services at the lowest cost in their industry (Mariam & Ramli, 2019). On the other hand, a company can use a differentiation strategy to create unique features for its products (e.g., aesthetics, performance) or services, eg using new technology for customer support (Mariam, et al., 2020).

The researcher conducted a presurvey related to Competitive advantages and Green Human Resources Management, the results of which are shown in table 2

| No | Green Human Resources Management | Yes | No |
|----|----------------------------------|-----|----|
| 1  | UMKM prioritizes candidate employees who know related to environmentally friendly | 65% | 35% |
| 2  | MSMEs provide training on environmentally friendly behavior to employees | 60% | 40% |
| 3  | MSMEs apply green performance in evaluating employee performance | 60% | 40% |
| 4  | MSMEs provide incentives to encourage environmentally-friendly activities and behavior | 50% | 50% |
The results of the pre-survey above show that the implementation of Green Human Resources Management and Competitive advantages is not optimal.

Several GHRM implementations in companies are carried out through performance management, training, development and learning, compensation and benefits, and organizational culture (Jackson, et al. 2011). More than that, implementing GHRM requires a strong commitment from management at the top level, through a comprehensive planning form as a guideline by employees at the operational level (Fayyazi et al, 2015). Thus, the application of GHRM will provide several benefits for the company, including (a) improved employee retention process, (b) increased company name in the general public, (c) got better employees, (d) increased productivity and company sustainability, (e) reducing the environmental impact of the company, (f) increasing competitiveness and improving overall company performance (Cherian & Jacob, 2012).

Several studies related to Green Human Resource Management stated that GHRM affects Organizational Performance (Tareq, 2015). Research conducted by Pavitra (2017) proves that GHRM affects business sustainability. This research is in line with research conducted by Adnan (2018). Qingyi Chen (2015) and Friday (2019) research states that competitive advantage is needed to improve business performance. To improve organizational sustainability, it is proven that GHRM affects competitive advantage (Muna, 2019). Regarding research on Green Human Resources Management, competitive advantage, and business sustainability, there are different research results, namely, the green reward has no effect on organizational sustainability (Rael, 2018), and Green training and Green Recruitment have no effect on competitive advantage (Lenny & Ahmad, 2019). Based on the phenomena gap and research gap, this is what makes researchers interested in conducting research related to the influence of Green Human Resources Management and competitive advantage on the sustainability of Business in MSMEs.
The purpose of this study was to determine and analyze the direct effect of Green Human Resources management which consists of Green Recruitment, Green Training & Development, Green Performance & Appraisal, and Green Compensation & Rewards on Competitive Advantage and Sustainability Business. In addition, this study is also to determine the indirect effect of Green Human Resources Management on Sustainability Business through Competitive Advantage. This research is expected to provide benefits for the development of MSMEs and the development of Management theory, especially Human Resource Management.

**METHODS**

The type of research used in this research is causal quantitative exploratory research, namely research conducted to explore data and information about the topic under study and aims to explain one or more factors causing the problem. (Uma Sukaran, 2017). The object of this research is the owner of MSMEs in Bukittinggi. The sample in this study was 115 people. The sampling technique was random sampling. Sources of data in this study consist of primary data and secondary data. Primary data, namely data refers to information obtained directly (first hand) by researchers related to relationship variables for research purposes. Secondary data is data that refers to information collected from existing sources, such as processed data on factors that affect company performance, and previous research data. Data collection techniques used in this study were interviews, questionnaires, and observations. The researcher compiled a written list of questions which were then distributed to the respondents who had been selected as the sample. The respondent then filled out the questions in the questionnaire. The method of data analysis in this study uses the method (SEM) which is one of the methods currently used to cover weaknesses in the regression method. Structural Equation Modeling (SEM) is used to test hypotheses and produce a viable model, in which data processing uses the Partial Least (PLS) software program. PLS is a powerful analysis method because it is not based on many assumptions or conditions, such as normality and multicollinearity tests. (Ghozali et al., 2015). PLS has its advantages including data that does not have to be normally distributed multivariate, indicators with categorical, ordinal data scales, intervals until the ratio can be used, and the sample size does not have to be large. The stages in the PLS analysis are as follows: 1. Testing
the Outer Model which consists of a validity test (convergent validity & discriminant validity) and a reliability test (composite reliability & Cronbach's alpha). 2. Inner Model Testing related to the Goodness-fit Model and 3. Hypothesis Testing.

RESULTS, DISCUSSION, AND CONCLUSION

Result

Convergent Validity Testing
Table 3 shows the results of testing the convergent validity of the data and after modification, all indicators that have a loading value above 0.7 can be concluded so that it can be concluded that the above indicators meet the criteria for convergent validity.

Table 3: Convergent Validity (Modification)

| Variable                        | Indicator | Outer Loading | Note |
|---------------------------------|-----------|---------------|------|
| Green Recruitment (X1)          | X1.1      | 0.976         | > 0.7 | Valid |
|                                 | X1.2      | 0.966         | > 0.7 | Valid |
| Green Training & Development (X2) | X2.1      | 0.951         | > 0.7 | Valid |
|                                 | X2.2      | 0.964         | > 0.7 | Valid |
|                                 | X2.3      | 0.956         | > 0.7 | Valid |
|                                 | X3.1      | 0.744         | > 0.7 | Valid |
| Green Performance Appraisal (X3) | X3.2      | 0.926         | > 0.7 | Valid |
|                                 | X3.3      | 0.780         | > 0.7 | Valid |
|                                 | X3.4      | 0.895         | > 0.7 | Valid |
| Green Compensation & Reward (X4)| X4.1      | 1.000         | > 0.7 | Valid |
| Competitive Advantage (Y1)      | Y1.1      | 0.823         | > 0.7 | Valid |
|                                 | Y1.2      | 0.947         | > 0.7 | Valid |
|                                 | Y1.3      | 0.810         | > 0.7 | Valid |
| Sustainability Business (Y2)    | Y2.1      | 0.806         | > 0.7 | Valid |
|                                 | Y2.2      | 0.845         | > 0.7 | Valid |
|                                 | Y2.4      | 0.775         | > 0.7 | Valid |
|                                 | Y2.5      | 0.795         | > 0.7 | Valid |

Source: Primary data processed, 2020

Discriminant validity

Table 4: Discriminant validity Test Results

| Variable                        | The average variance extracted (AVE) |
|---------------------------------|-------------------------------------|
| Green Recruitment (X1)          | 0.942                               |
Table 4 shows the results of the discriminant validity test where all the Average variance extracted (AVE) values are more than 0.50. Thus, it can be concluded that this measurement fulfills the requirements of Convergent Validity based on the Average Variance Extracted (AVE) value.

Composite Reliability

Composite reliability testing aims to test the validity of the instruments in the research model. The results of the composite reliability test can be seen as visualized in Table 5 as follows:

| Variable                                | Composite Reliability | Note   |
|-----------------------------------------|-----------------------|--------|
| Green Recruitment (X1)                  | 0,970                 | Reliable |
| Green Training & Development (X2)       | 0,970                 | Reliable |
| Green Performance Appraisal (X3)        | 0,905                 | Reliable |
| Green Compensation & Reward (X4)        | 1,000                 | Reliable |
| Competitive Advantage (Y1)              | 0,896                 | Reliable |
| Sustainability Business (Y2)            | 0,881                 | Reliable |

Based on the table above, it can be explained that the results of the composite reliability test show a satisfactory value, where all the latent variables are reliable because all variable values have a composite reliability value \( \geq 0.70 \). In other words, the questionnaire used as an instrument in this study is reliable or consistent. Thus, it can be concluded that all indicators are indeed the measurement of their respective constructs.
The goodness of Fit Model

The results of testing the empirical model of this study can be seen in the visualization of Figure 1 as follows:

**Picture 1:** PLS Analysis Results

![PLS Analysis Results](source: Primary data processed, 2020)

**Hypothesis Testing**

The results of hypothesis testing using the Smart-PLS software can be seen in Table 4 as follows:

**Table 4:** Path Coefficient, t-Statistics, and P-Values

| Direct influence | Original Sample (O) | T Statistics ([O/STDEV]) | P Values | Note |
|------------------|---------------------|--------------------------|----------|------|
| Green Recruitment (X1) -> Competitive Advantage (Y1) | 0,210 | 1,981 | 0,048 | Significant |
| Green Training and Development (X2) -> Competitive Advantage (Y1) | 0,113 | 1,097 | 0,273 | Not Significant |
| Green Performance and Appraisal (X3) -> Competitive Advantage (Y1) | 0,341 | 3,747 | 0,000 | Significant |
| Green Compensation and Reward (X4) -> Competitive Advantage (Y1) | 0,435 | 5,616 | 0,000 | Significant |
|                                | Original Sample (O) | T Statistics (|O/STDEV|) | P Values | Note    |
|--------------------------------|---------------------|--------------------------|----------|---------|
| **Green Recruitment (X1) -> Sustainability Business (Y2)** | 0.014               | 3.545                    | 0.000    | Significant |
| **Green Training and Development (X2) -> Sustainability Business (Y2)** | 0.311               | 0.166                    | 0.868    | Not Significant |
| **Green Performance and Appraisal (X3) -> Sustainability Business (Y2)** | 0.422               | 3.082                    | 0.002    | Significant |
| **Green Compensation and Reward (X4) -> Sustainability Business (Y2)** | 0.452               | 6.997                    | 0.000    | Significant |
| **Competitive Advantage (Y1) -> Sustainability Business (Y2)** | 0.401               | 2.232                    | 0.026    | Significant |

**Indirect influence**

|                                | Original Sample (O) | T Statistics (|O/STDEV|) | P Values | Note    |
|                                | 0.084               | 1.302                    | 0.193    | Not Significant |
| **Green Training and Development (X2) -> Competitive Advantage (Y1) -> Sustainability Business (Y2)** | 0.046               | 0.973                    | 0.331    | Not Significant |
| **Green Performance and Appraisal (X3) -> Competitive Advantage (Y1) -> Sustainability Business (Y2)** | 0.137               | 1.733                    | 0.083    | Not Significant |
| **Green Compensation and Reward (X4) -> Competitive Advantage (Y1) -> Sustainability Business (Y2)** | 0.175               | 2.188                    | 0.029    | Significant |

**Source:** Primary data processed, 2020

**Discussion**

**Effect of Green Recruitment on Competitive Advantage.**

The results of data analysis state that the t statistical value for the Green Recruitment variable against Competitive Advantage is 1.981 which is greater than the value of t table = 1.656, and the value of P-Values = 0.048 is smaller than α = 0.05. Thus, hypothesis 1 in this study which states that “Green Recruitment has a positive and significant effect on Competitive Advantage” is accepted. This study confirms that implementing the recruitment of MSMEs, prioritizes knowledge, skills, attitudes, and behaviors that are by environmental management. The results of this study are in line with research conducted by Muna (2019) which explains that the application of Green Human Resource Management practices has a positive relationship to increasing organizational competitive advantage.
Effect of Green Training and development on Competitive Advantage.

The results of the data analysis prove that the t statistical value for the Green Training and Development variable on Competitive Advantage is 1.097 which is smaller than the t table value = 1.656, and the P-Values value = 0.273 which is greater than α = 0.05. Thus, hypothesis 2 in this study which states that "Green Training and Development has a positive and significant effect on Competitive Advantage" is rejected. Based on field research, it was found that not all MSMEs have conducted training related to environmental management for their employees.

Effect of Green Performance and Appraisal on Competitive Advantage.

Based on the results of data analysis, it is known that the t statistical value of the Green Performance and Appraisal variable on Competitive Advantage is 3.747 which is greater than the value of t table = 1.656, and the value of P-Values = 0.000 which is smaller than α = 0.05. The positive coefficient value is equal to 0.341 which means that Green Performance and Appraisal (X3) has a positive effect on the Competitive Advantage (Y1) of 34%. Thus, hypothesis 3 in this study which states that "Green Performance and Appraisal has a positive and significant effect on Competitive Advantage" is accepted. The results of the study prove that in implementing Green Performance and Appraisal MSMEs have set targets, targets, and responsibilities related to the environment for employees.

The Effect of Green Compensation and Reward on Competitive Advantage.

The results of the data analysis prove that the t statistical value of the Green Compensation and Reward variable to Competitive Advantage is 5.616 which is greater than the value of t table = 1.656, and the value of P-Values = 0,000 which is smaller than α = 0.05. The positive coefficient value is equal to 0.435. Thus, hypothesis 4 in this study which states that "Green Compensation and Reward has a positive and significant effect on Competitive Advantage" is accepted. According to the UMKM, which is the object of research, it is found that the management has provided incentives to encourage environmentally-friendly activities and behavior. The results of this study support the
research conducted by Qingyi (2015) which proves that there is a significant positive relationship between competitive advantage and business performance.

**The Effect of Green Recruitment on Sustainability Business.**

Based on the results of data analysis, it is proven that the t statistical value of Green Recruitment for Sustainability Business is 3.545 which is greater than the value of t table = 1.656, and the value of P-Values = 0.000 which is smaller than α = 0.05. Thus hypothesis 5 in this study states that "Green Recruitment has a positive and significant effect on Sustainability Business." The results of this study confirm that what management needs to improve to increase Green Recruitment is to include environmental criteria in the recruitment process. This is consistent with research conducted by Tareq (2015) which states that Green Recruitment affects company performance.

**The effect of Green Training and Development on Sustainability Business.**

Based on the results of data analysis, it is known that the t statistical value for the Green Training and Development variable on Sustainability Business is 0.166 which is greater than the t table = 1.656, but the P-Values value = 0.868 is greater than α = 0.05 so the Green Training and Development (X2) has no positive effect on Sustainability Business (Y2). Thus, hypothesis 6 in this study which states that "Green Training and Development has a positive and significant effect on Sustainability Business" is rejected. To improve the implementation of Green Training and Development to improve Sustainability Business, it is hoped that MSMEs will conduct a training needs analysis to identify training needs related to the environment for their employees. The results of previous research that are almost the same are research conducted by Adnan (2018) which states that Green Training and development correlates with organizational environmental performance.
**Effect of Green Performance and Appraisal on Sustainability Business.**

The results of the data analysis prove that the t statistical value for Green Performance and Appraisal on Sustainability Business is 3.082 which is greater than the value of t table = 1.656, and the value of P-Values = 0.002 which is smaller than α = 0.05. Thus, hypothesis 7 in this study which states that "Green Performance and Appraisal has a positive and significant effect on Sustainability Business" is accepted. To improve the implementation of Green Performance and Appraisal is to assign green performance indicators into the performance management system and communicate them to employees. Previous research conducted by Pavitra (2017) stated that the practice of GHRM encourages the achievement of organizational sustainability.

**The Effect of Green Compensation and Rewards on Sustainability Business.**

Based on the results of data analysis, it is known that the t statistical value for the Green Compensation and Reward variable for Sustainability Business is 6.997 which is greater than the t table = 1.656, and the P-Values value = 0.000 is smaller than α = 0.05 so that the Green Compensation and Reward (X2) has a positive effect on Sustainability Business (Y2). Thus, hypothesis 8 in this study which states that "Green Compensation and Rewards has a positive and significant effect on Sustainability Business" is accepted. The results of previous research that support the results of this study are research conducted by Rael (2018) which states that Green Compensation and Rewards influence Environmental Sustainability.

**Effect of Competitive Advantage on Sustainability Business.**

The results of the data analysis prove that the t statistical value for the Competitive Advantage variable on the Sustainability Business is 2.232 which is greater than the value of t table = 1.656, and the value of P-Values = 0.026 which is smaller than α = 0.05. The positive coefficient value is equal to 0.401, which means that Competitive Advantage (Y1) has a positive effect on Sustainability Business (Y2) of 40.1%. Thus, hypothesis 9 in this study which states that "Competitive Advantage has a positive and significant effect on Sustainability Business" is accepted. The results of this study are in
line with research conducted by Julio (2017) which states that Competitive Advantage has an effect on Business Sustainability on Companies in Southern Brazil.

**Effect of Green Recruitment on Sustainability Business through Competitive Advantage.**

Based on the results of data analysis, it is known that the t statistical value for the Green Recruitment variable on Sustainability Business through Competitive Advantage is 1.302, which is smaller than the value of t table = 1.656, and the value of P-Values = 0.193 is greater than α = 0.05 so that Green Recruitment (X1) has no positive effect on Sustainability Business (Y2) through Competitive Advantage (Y1). Thus, hypothesis 10 in this study is rejected. The thing that needs to be improved for the implementation of competitive advantages is to improve the process of supplying goods on time. Availability of goods in competition is very important.

**Effect of Green Training and Development on Sustainability Business through Competitive Advantage.**

The results of data analysis prove that the t statistical value for the Green Training and Development variable on Sustainability Business through Competitive Advantage is 0.973 which is smaller than the value of t table = 1.656, and the value of P-Values = 0.331 is greater than α = 0.05 so that Green Training and Development (X2) has no positive effect on Sustainability Business (Y2) through Competitive Advantage (Y1). Thus, hypothesis 11 in this study which states that "Green Training and Development has a positive and significant effect on Sustainability Business through Competitive Advantage" is rejected. The results of this study confirm that the implementation of competitive advantages related to the use of environmentally friendly materials in the production process must be increased so that this will encourage a Sustainability Business.
**Effect of Green Performance and Appraisal on Sustainability Business through Competitive Advantage.**

Based on the results of data analysis, it is known that the t statistical value for the Green Performance and Appraisal variable on Sustainability Business through Competitive Advantage is 1.733 which is greater than the value of t table = 1.656, and the value of P-Values = 0.083 which is greater than α = 0.05. Thus, hypothesis 12 in this study which states that "Green Performance and Appraisal has a positive and significant effect on Sustainability Business through Competitive Advantage" is rejected. This research states that things that can be improved regarding Sustainability Business are that it is hoped that MSMEs can reduce waste in the production process so that it can help preserve the environment around the place of business.

**The Effect of Green Compensation and Reward on Sustainability Business through Competitive Advantage.**

The results of the data analysis prove that the t statistical value for the Green Compensation and Reward variable for Sustainability Business through Competitive Advantage is 2.188 which is greater than the value of t table = 1.656, and the value of P-Values = 0.029 which is smaller than α = 0.05. The positive coefficient value is 0.175 which means that Green Compensation and Reward (X4) has a positive effect on Sustainability Business (Y2) through Competitive Advantage (Y1) of 17.5%. Thus, hypothesis 13 in this study which states that "Green Compensation and Rewards have a positive and significant effect on Sustainability Business through Competitive Advantage" is accepted. This study proves that some of the MSMEs studied stated that they had held social activities with outside parties related to CSR. This research is in line with research conducted by Friday (2019) which proves that the implementation of Green Human Resource Management practices has a positive relationship to increase organizational competitive advantage and organizational sustainability.

**Conclusion**

This study concludes that: Green Recruitment, Green Performance & Appraisal, and Green Compensation and Rewards affect Competitive Advantage and Sustainability
Business. Meanwhile, Green Training & Development does not affect Competitive Advantage and Sustainability Business. For the indirect effect, it is proven that Green Recruitment, Green Training & Development, and Green Performance & Appraisal do not affect Sustainability Business through Competitive Advantage. Meanwhile, Appraisal & Green Compensation and Reward affect business sustainability through Competitive Advantage. Suggestions for the management of MSMEs: 1) MSMEs can improve the recruitment system by including criteria for candidates who care about the environment so that in carrying out work they can pay attention to environmental sustainability. 2) MSMEs can conduct training on environmental management topics to improve the implementation of Green Training and development. 3) MSMEs can improve the implementation of Green Performance and Appraisal by improving the performance appraisal system by adding to the company’s environmental management goals and targets with an organizational performance evaluation system and adding green performance indicators, and MSMEs can increase their competitive ability by improving Supply Chain Management, especially related to the supply of goods. 4) MSMEs can improve waste management systems to improve environmental sustainability so that business sustainability will be achieved later. Suggestions for further research are expected to expand the object of research and add other variables which are thought to affect the Sustainability Business.

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