Green Human Resource Management Effect on Job Performance: Investigating the Mediating Role of Technology Acceptance Model

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Abstract. This study examines the impact of Green Human Resource Management (GHRM) on Job Performance (JP), with the Technology Acceptance Model (TAM) as a mediating factor. GHRM is a strategic approach in human resource management that integrates environmentally friendly practices in various organizational aspects. Meanwhile, TAM focuses on technology acceptance based on perceived ease of use and usefulness. The goal of this study is to investigate how the implementation of GHRM can enhance employee JP, both directly and indirectly through TAM mediation. Data was collected through a survey of employees at KSPPS BINAMA, a company operating in the financial sector. The research findings show that GHRM positively contributes to job performance. However, TAM did not emerge as a significant mediator due to the lack of influence between TAM and JP. The implications of these results also suggest that effective GHRM implementation can improve technology adoption in the workplace. This research offers valuable insights for HR practitioners and managers to incorporate environmental and technological aspects into employee management strategies.

Keywords: Green Human Resource Management, Technology Acceptance Model, Job Performance

1 Introduction

In an era of rapid industrial growth, companies encounter significant challenges in balancing economic expansion with environmental stewardship. Employee performance is a crucial factor in organizational success [1]. For this reason, humans are the primary capital of the organization, and their performance is a key indicator of the organization's ability to achieve its goals. The performance of employees significantly impacts the profitability of an organization [2]. While intensifying organizational competition, employees' performance must demonstrate their competitive advantage. This is essential for the organization's sustainability and to achieve its goals effectively and efficiently.

There is a growing awareness within the business community regarding the significance of being environmentally conscious and implementing various environmental

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management practices [3]. Organizations that prioritize building an environmental culture and addressing environmental issues will have a competitive edge [4]. The results of sustainability have increased environmental awareness, and eco-friendly organizations have brought about significant changes to regulations and heightened environmental awareness among managerial-level agendas of organizations worldwide [5]. In response to the growing need for sustainability, Green Human Resource Management (GHRM) has emerged as an approach geared towards integrating environmental practices into human resource management (HRM) strategies.

Organizations with a strong environmental awareness will spread this awareness to stakeholders, including community groups, customers, employees, suppliers, partners, and local communities. This can benefit the organization by offering more value and making it more attractive to the community. Studies have shown that environmental considerations can influence customers' purchasing decisions, highlighting the importance for companies to increase environmental awareness among their customers to foster positive relationships [6].

The concept of green human resource management differs from general human resource management. Green human resource management reflects the company's commitment to environmental protection and encompasses a set of human resource management practices [7]. Green human resource management can promote employee commitment and engagement in environmental practices. This can increase employees' sense of ownership and pride, thus motivating them to work harder. As a result, these eco-friendly practices can help companies build a positive reputation, reduce pressure from stakeholders, and benefit future generations in the long run. GHRM focuses on reducing the organization's negative impact on the environment while also improving employee well-being. However, there is limited research on the relationship between GHRM and job performance, especially in the context of technology acceptance in the workplace.

The Technology Acceptance Model (TAM) is crucial in connecting GHRM practices with work performance. This model has been widely recognized in management literature for understanding how individuals accept and use technology. The use of technology, particularly through digital applications, is a key aspect of implementing GHRM. As mentioned earlier, GHRM encompasses a set of practices, systems, and policies aimed at fostering environmentally friendly behavior among employees. GHRM also contributes to creating a resource-efficient and socially responsible work environment within an organization [8]. The implementation of GHRM relies on technology and the employees' understanding of it within an organization. One method used to measure user acceptance rates is the Technology Acceptance Model (TAM), which is an information systems theory that models how users adopt and use technology. TAM is designed to predict individuals' attitudes and acceptance toward technology implementation and to provide insight into the key factors that influence user attitudes [9].

Based on the results of interviews conducted by researchers and the company's authorities, there is a good implementation of GHRM in the company. The implementation of GHRM is a behavior that is always considered by employees in the company

and the company's system that involves GHRM behavior such as reducing the use of paper to preserve the environment.

The preliminary study conducted by researchers with 30 employees as respondents revealed findings of a gap phenomenon within the company. The study questionnaire contained three job satisfaction (JS) indicators, broken down into six items. The results indicated that the level of job satisfaction was not optimal, particularly in the areas of "I am constantly looking for new challenges in my work," with 58% of respondents answering "no," and "I came up with creative solutions to new problems," with 53% of respondents answering "no." It can be inferred that the responses received have led to an average job satisfaction level of 45%, indicating that the respondents' answers contributed to an optimal job satisfaction level.

Based on the phenomenon that occurs in the employee environment at KSPPS BINAMA, the author is interested in conducting this research to test the influence of green human resource management (GHRM) on job performance (JP) directly and indirectly through the technology acceptance model (TAM).

This article aims to provide a deeper understanding of how green human resource management practices can influence individual performance in the workplace through technology adoption by combining the concepts of GHRM, TAM, and job performance. The research has significant implications for practitioners looking to develop sustainable HR policies and for researchers interested in understanding the intricate connections between management practices and organizational performance.

2 Literature Review

2.1 Job Performance

The performance of an employee refers to their attitude and the results of their work. According to [10], employee performance is influenced by their approach to their job. Similarly, [11] defines performance as the outcome of an individual's efforts in completing assigned tasks, considering their abilities, initiative, experience, sincerity, and timeliness.

In today's competitive business world, every organization needs to ensure workforce effectiveness to succeed and reach its goals. The growing emphasis on environmental welfare in business reflects a changing perspective. According to a study by [10], organizations that adhere to environmental standards tend to have better worker productivity. This productivity is a result of improved performance.

2.2 Green Human Resources Management

Green HRM is based on the concept of "triple-bottom-line," which emphasizes the integration of economic, social, and environmental sustainability into human resource practices and policies [12]. According to [13], Green HRM is a comprehensive approach aimed at reducing costs, energy usage, and waste of resources for the final product. To develop effective Green HRM practices, companies and HR departments need to devise efficient strategies.

Based on these two viewpoints, it can be inferred that Green HRM involves implementing comprehensive human resource management procedures while considering the environmental balance around the organization

2.3 Technology Acceptance Model

The Technology Acceptance Model (TAM) serves as a basis for users to learn and adopt an information system. Additionally, TAM can be utilized to predict user attitudes and their acceptance level towards technology use, ultimately encouraging users to utilize the information system [9].

The TAM model consists of two dimensions, as outlined in [14]: perceived usefulness and perceived ease of use. Perceived usefulness measures the extent to which users believe that using technology will provide value for them. This also indicates that a person's intentions to use technology are influenced by their attitudes towards the system. In the context of human resource management, if a user of a human resource information system application believes that using the technology is beneficial for their work, it is likely to improve their performance. The Perceived Ease of Use (ease) is a measure of how easy it is to use an application. This indicator assesses the user's feelings about how easy the application is to use. Users who find the application easy to use are more likely to rely on it as a tool to accomplish their work.

3 Hypothesis Development

3.1 The Effect of Green Human Resource Management toward Job Performance

[15] define work performance as the behavior of employees in carrying out their work. According to [16], as referenced in [15], this behavior includes how much employees contribute to and shape the organization. In a study by [17], it was found that companies that adopt environmental standards tend to have higher labor productivity. This is consistent with the findings of [18], where the implementation of GHRM (Green Human Resource Management) principles leads to increased productivity and sustainability for both employees and companies.

[19] found a significant influence of GHRM on JP. The study had 200 respondents in leadership and supervisory positions across 66 companies in the industry. Similarly, [20]. [21], [22], and [23] also indicated the influence of GHRM on JP.

H1: Green Human Resource Management has a significant effect toward Job Performance.

3.2 The Effect of Green Human Resource Management toward Technology Acceptance Model

Hypothesis two of this study suggests that Green Human Resource Management (GHRM) impacts the Technology Acceptance Model (TAM). According to previous research by [24], GHRM influences the technology acceptance model (TAM). GHRM involves creating an environmentally friendly work environment by reducing the use

of physical materials such as paper and non-consumables and shifting business processes to focus on technology utilization.

According to [25], the study involved 120 respondents and found a significant influence of GHRM on TAM. Similarly, [24] established that GHRM has an impact on TAM.

H2: Green Human Resource Management has a significant effect toward Technology Acceptance Model.

3.3 The Effect of Technology Acceptance Model toward Job Performance

Hypothesis three of the study suggests that the Technology Acceptance Model (TAM) has an impact on performance. According to previous research by [26], TAM significantly influences performance. The use of information systems can lead to improvements in job performance, and if users perceive the information system as useful, they are more likely to continue using it to enhance their work performance [27]. Perceived usefulness refers to the level at which individuals believe that using a particular system will improve their work performance [28]. As users derive more benefits from the system, their productivity will increase, leading to improved performance [29].

The research by [26] found a significant influence of TAM on JP. The study included 323 employees from seven faculties, postgraduate programs, and libraries. Similarly, [30] also reported a significant influence of TAM on JP. However, [31] noted that the influence of TAM on JP is weak. On the other hand, [32] study concluded that there was no significant influence of TAM on JP.

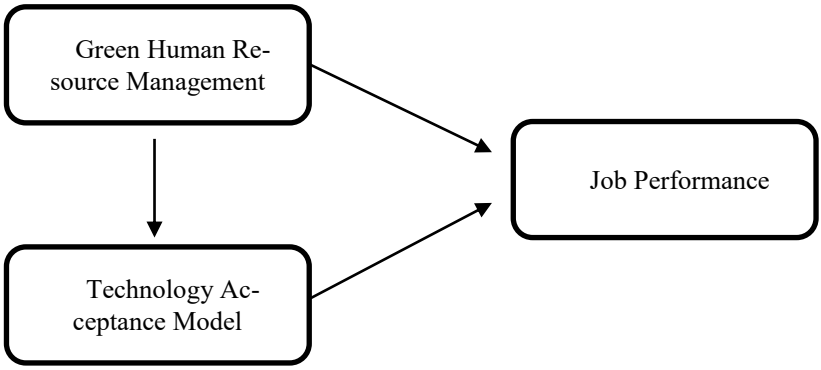
H3: Technology Acceptance Model has a significant effect toward Job Performance.

3.4 The Effect of Green Human Resource Management toward Job Performance through Job Performance

GHRM stands for Green Human Resource Management, which refers to the philosophy, policies, and practices that a company adopts to improve environmental management. It is also a part of human resource management that focuses on turning an organization's employees into environmentally conscious individuals, intending to help the organization achieve sustainability objectives such as increasing business opportunities, motivating employees, enhancing the brand's public image, complying with eco-friendly policies and laws, reducing employee turnover and utility costs, and gaining a competitive advantage. This approach also aims to make a significant positive impact on the environment [33]. According to [20], good GHRM behavior will influence JS. The implementation of GHRM requires the application of technology and understanding of technology from employees in an organization, one of the methods used in measuring the user acceptance rate is TAM [Wijonarko, 2021].

To ensure that organizations achieve their goals, leaders must ensure that their employees embrace the use of technology in the workplace as a supporting tool to improve employee performance [34].

H4: Technology Acceptance Model mediates the effect of Green Human Resource Management toward Job Performance.



H1 = Green Human Resource Management → Job Performance

H2 = Green Human Resource Management → Technology Acceptance Model

H3 = Technology Acceptance Model → Job Performance

H4 = Green Human Resource Management → Technology Acceptance Model → Job Performance

Figure. 1. Theoretical framework

4 Method

The research approach used in this research is quantitative research. This research design is descriptive research. The sampling applied probability sampling technique or random sampling. Determination of the number of samples in this study using the Slovin formula to calculate the minimum sample size. The implementation of probability sampling techniques and the Slovin formula was based on the large number of populations so researchers can't make the entire population as a sample. A total of 150 questionnaires were sent out to respondents, and 20 were unable to be returned with another 18 unusable because it lacked specific information that was very relevant for analysis. The descriptive statistics indicated that out of 112 respondents, 68.8% (77 respondents) are males. Most of the respondents (38.4%) are between the ages of 31 and 40 years of age. The majority of these public sector employees have experienced between <1 and 10 years. About 67.8% of these employees are bachelor's degree holders and 2.7% are master's degree certificate holders.

Simple random sampling was used in this study, which is a technique for obtaining samples directly carried out on the sampling unit, where each sampling unit as the

smallest population element obtains the same chance to be sampled or so that the population is represented [36]. This study applied Multivariate data analysis techniques or Structural Equation Modeling (SEM) with analysis tools using Partial Least Square software (Smart PLS 4.0). PLS is one of the variant-based SEM statistical techniques designed to solve multiple regression when there are specific problems with the data, such as small sample size, missing values, and multicollinearity [36].

Table 1. Demographic profile

Demographic variables	Categories	%
Gender	Male	68,8
	Female	31,2
Age	21-30	42
	31-40	38,4
	41-50	16
	51-60	3,6
Level of Education	Diploma	29,5
	Bachelor's Degree	67,8
	Master's Degree	2,7
Tenure of Employment	<1-10 years	65,2
	11-20 years	24,1
	21-30 years	10,7

Job Performance Questionnaire

Job performance, as defined by [37], is a combination of abilities, traits, effort, and support that can be observed through the results of an employee's work. According to [38], performance variables are measured using 18 statement items with indicators rated on a Likert scale from 1 = strongly disagree to 5 = strongly agree. This study used 6 indicators, Examples of these question items include " I managed to plan my work so that it was done on time " and "I don't complain about unimportant things at work."

Green Human Resources Management Questionnaire

Green HRM encompasses all activities involved in developing, implementing, and maintaining systems aimed at encouraging environmentally friendly behavior among an organization's employees [39]. According to [40], the practice of green HRM involves 28 question items with indicators that use a Likert scale. This study used 11 indicators, Examples of such question items include " Our company has incorporated "green aware" criteria in HR staffing policy." and " My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management".

Technology Acceptance Model Questionnaire

The primary goals of TAM are to explain the processes that support the acceptance of technology, to forecast behavior, and to provide theoretical explanations for the successful implementation of technology. The practical aim of TAM is to advise practitioners about steps they can take before system implementation [41]. According to [41], the TAM variable employs 12 question items with indicators using the Likert scale. This study used 6 indicators, Examples of such question items include "Using this product would make it easier to do my job" and "I would find it easy to use."

5 Result and Analysis

Measurement Model Evaluation Results

. When evaluating this model, the researchers looked at its internal consistency reliability, convergent validity, and discriminant validity. Internal consistency reliability was assessed using composite reliability (CR), which determines if the items used in the study are reliable [42]. A CR value between 0.70 and 0.90 is considered satisfactory, while values between 0.60 and 0.70 are acceptable in an exploratory study ([43]; [44]). Cronbach's alpha values were also calculated for reliability and validity. Table 2 shows that the Cronbach alpha values were within the cut-off point of 0.70 or higher (0.884 to 0.968). Both composite reliability and Cronbach's alpha are reported to determine the actual reliability of the internal consistency.

Table 2. Result of Model Constructs

Construct/Indicator	Item Measurement	Item reliability	Convergent Validity		
		Loadings	CR	AVE	Alpha
GHRM			0.968	0.722	0.968
My company has designed and executed innovative positions to emphasize on environmental protection aspects	GHRM2	0.774			
Our company has incorporated "green aware" criteria in HR staffing policy	GHRM3	0.859			
My company practices the use of paperless recruitment and selection process	GHRM4	0.819			
My company assesses who need training in environmental management.	GHRM5	0.844			
My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management	GHRM6	0.836			

Construct/Indicator	Item Measurement	Item reliability Loadings	Convergent Validity CR	AVE	Alpha
My company reinforces compliance of meeting environmental goals	GHRM7	0.871			
The use of green criteria to evaluate performance	GHRM8	0.859			
My company rewards green skills acquisition	GHRM9	0.829			
My organization recognizes green initiatives of employees via organization wide publicity and public praise	GHRM10	0.896			
My organization provides green workplaces for all	GHRM11	0.895			
My organization develops and executes strategies to sustain a favourable work setting to avoid several fitness problems to develop health and safety of workforce	GHRM12	0.757			
Our company emphasizes a culture of environmental protection. Offering green practices	GHRM13	0.889			
My organization offers opportunities to individuals to take part in green suggestion schemes	GHRM14	0.900			
JP			0.887	0.633	0.884
I managed to plan my work so that it was done on time	JP1	0.775			
I was able to separate main issues from side issues at work	JP2	0.815			
I kept looking for new challenges in my job	JP3	0.750			
I came up with creative solutions to new problems	JP4	0.813			
I complained about unimportant matters at work	JP5	0.800			
I don't spoke with people from outside the organization about the negative aspects of my work	JP6	0.818			
TAM			0.969	0.863	0.968
Using this product would improve my job performance	TAM1	0.948			
Using would increase my effectiveness at work	TAM2	0.942			
I would find this product useful at work	TAM3	0.932			

Construct/Indicator	Item Measurement	Item reliability	Convergent Validity		
		Loadings	CR	AVE	Alpha
My interaction with this product would be clear and smooth	TAM4	0.921			
I would find this product flexible to work with	TAM5	0.916			
I would find it easy to use	TAM6	0.916			

Note. CR = Composite Reliability; AVE = Average Variance Extracted; GHRM = Green Human Resource Management; JP = Job Performance; TAM = Technology Acceptance Model

According to [45], the outer loadings must be greater than 0.70 for the indicator to qualify. The GHRM variable is assessed using 11 valid items, with outer loading values ranging from 0.757 to 0.900. This indicates a strong correlation among the eleven measurement items in explaining GHRM. The reliability of the GHRM variable is confirmed by a composite reliability value of 0.968 and a Cronbach's alpha of 0.968, both exceeding the accepted threshold of 0.70. Additionally, the convergent validity is demonstrated by an AVE of 0.722, which is greater than the 0.50 threshold. Among the eleven valid measurement items, GHRM appears particularly strong, as evidenced by GHRM14 and GHRM10.

The JP variable is measured using 6 valid items, with outer loading values ranging from 0.750 to 0.818. This indicates a strong correlation among the six measurement items in explaining JP. The reliability of the JP variable is acceptable, with a composite reliability value of 0.887 and Cronbach's alpha of 0.884, both above the 0.70 threshold. Convergent validity is demonstrated by an AVE of 0.663, which is greater than the recommended value of 0.50. Among the six valid measurement items, JP appears to be particularly strong, as evidenced by JP6 and JP2.

The TAM variable is measured by 6 valid items, with outer loading values between 0.916 and 0.948, indicating a strong correlation among the measurement items in explaining TAM. The TAM variable's reliability is high, with a composite reliability value of 0.969 and Cronbach's alpha of 0.968, both exceeding the acceptable threshold of 0.70. Additionally, the convergent validity is demonstrated by an AVE of 0.863, which is greater than the recommended value of 0.50. Among the six valid measurement items, TAM1 and TAM2 appear to be the strongest indicators of TAM.

Table 3. Discriminant Validity of Constructs

Variables	GHRM	JP	TAM
Discriminant Validity: Fornnel-Larcker Criterion			
GHRM	0.849		
JP	0.698	0.795	
TAM	0.822	0.676	0.929

Heterotrait-Monotrait Criterion		
GHRM		
JP	0.748	
TAM	0.845	0.726

The evaluation of discrimination validity involves assessing measurement models to ensure that variables are theoretically distinct and have been tested both empirically and statistically. This is typically done using methods such as the Fornell and Lacker criteria and HTMT (Heterotrait-Monotrait Ratio). According to the Fornell and Lacker criteria, the square root of the Average Variance Extracted (AVE) of a variable should be greater than the correlation between those variable and other variables. For example, the GHRM variable has a higher correlation with JP (0.849) than with TAM (0.822). Similarly, the JP variable has a higher AVE root (0.795) than TAM (0.676). These results indicate that the discrimination validity of the GHRM variable has been established. According to Hair et al (2019), the Heterotrait-Monotrait (HTMT) ratio is recommended as a validity measure. When the HTMT ratio is below 0.90 for variable pairs, it indicates that discrimination validity is achieved. This means that one variable explains the variation in a measurement item more strongly than other variables.

Structural Model Evaluation

. In the context of structural modeling, evaluating the structural model involves testing the influence hypothesis between research variables. [46] outlined several key aspects of the evaluation process. These include checking for multicollinearity among variables with an Inner VIF (Variance Inflated Factor) below 5, conducting hypothesis testing, and establishing 95% confidence intervals for estimated path coefficient parameters. Additionally, the direct influence of variables at the structural level should be assessed, with the size of f square (f square 0.02 indicating low influence, 0.15 indicating moderate influence, and 0.35 indicating high influence). The mediation effect can be evaluated using the statistical measure of upsilon v, obtained by squaring the mediation coefficient. According to Lachowicz et al (2018), as interpreted by [47], low mediation is indicated by a value of 0.02, medium mediation of 0.075, and high mediation of 0.175.

The model was evaluated using the R-squared with [48] criteria of 0.19 (indicating low influence), 0.33 (indicating moderate influence), and 0.66 (indicating high influence), as well as a Q-squared value above 0. According to [45], the SRMR is below 0.08, which indicates an acceptable fit. The RMSE and MAE of the PLS models shown in PLS Predict are lower than those of the linear regression (LM) model in [46].

Table 4. Hypothesis and Path Coefficients Significance Testing Results

Hypotheses	Coefficient	P value	PCI	Supported?	VIF	f square / Upsilon V	R square	Q square
Direct effects								
H1. GHRM → JP	0.438	0.002	[0.159, 0.700]	Yes	3.085	0.129	0.519	0.458
H2. GHRM → TAM	0.822	0.000	[0.732, 0.886]	Yes	1.000	2.085	0.676	0.672
H3. TAM → JP	0.316	0.095	[-0.087, 0.653]	No	3.085	0.067	0.519	0.458
Indirect effects								
H4. GHRM → TAM → JP	0.260	0.105	[-0.070, 0.556]	No		0.067		

Table 5. Out-of-Sample Predictive Power Analysis

Indicator	Model PLS SEM		Model LM	
	RMSE	MAE	RMSE	MAE
JP 1	0.800	0.557	0.831	0.598
JP 2	0.781	0.539	0.751	0.519
JP 3	0.794	0.616	0.864	0.646
JP 4	0.744	0.575	0.849	0.639
JP 5	0.841	0.608	0.950	0.609
JP 6	0.724	0.489	0.701	0.467
TAM 1	0.586	0.405	0.590	0.404
TAM 2	0.602	0.416	0.606	0.390
TAM 3	0.570	0.404	0.560	0.377
TAM 4	0.551	0.400	0.604	0.421
TAM 5	0.581	0.421	0.593	0.412
TAM 6	0.620	0.445	0.650	0.456

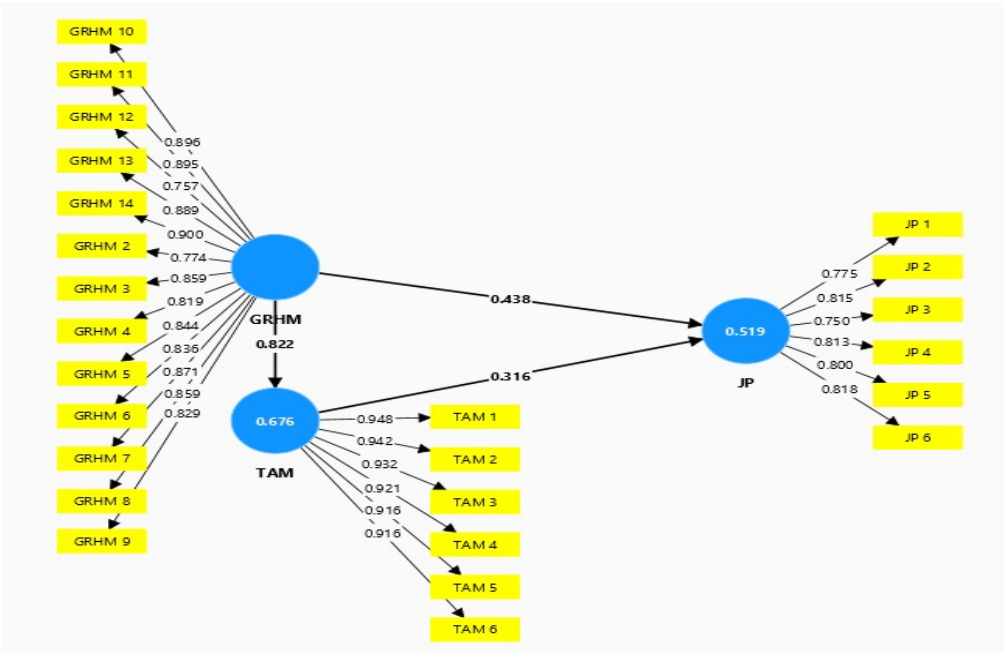


Figure. 2. Final Model

According to Table 4, the evaluation of the structural model indicates that the model is acceptable. There are no multicollinear variables as indicated by the inner VIF being below 5. Based on the data processing results, it can be concluded that the combined influence of GHRM and TAM on JP is 51.9%, which is considered high. The influence of GHRM on TAM is 67.6%, also categorized as high influence. The Q square value of the validation measure in the PLS confirms the predictive relevance of the model, with a value above 0 indicating predictive relevance. The SRMR value of the model is 0.065, which, according to [45], is considered an acceptable fit.

After analyzing the results of the hypothesis test, the following conclusions have been drawn:

1. The first hypothesis (H1) is supported, showing a significant influence of green human resource management on improving job performance. The path coefficient is 0.438 and the p-value is 0.002, which is less than 0.05, indicating a strong statistical significance. This means that any changes made to green human resource management will likely enhance job performance. Furthermore, with a confidence interval of 95%, the influence of green human resource management in improving job performance is estimated to be between 0.159 and 0.700. At a structural level, the effect of green human resource management on job performance is moderately significant (f square =

0.129). Therefore, implementing a program to enhance green human resource management is essential. It's noteworthy that when a company focuses on improving green human resource management, job performance could potentially increase by up to 0.700.

2. The second hypothesis (H2) is supported, indicating a significant influence of green human resource management on the improvement of the technology acceptance model. The path coefficient is 0.822 with a p-value of 0.000, which is less than 0.05. This suggests that any changes in green human resource management will positively impact the technology acceptance model. With a 95% confidence interval, the influence of green human resource management on increasing technology acceptance ranges between 0.732 and 0.886. The presence of green human resource management has a substantial impact on the structural level (f square = 2.085). Consequently, there is a critical need for a program to enhance green human resource management. Implementing company policies that improve green human resource management can lead to a significant increase in job performance, up to 0.886.
3. The third hypothesis (H3) was rejected because there was not a significant influence of the technology acceptance model on job performance. The path coefficient was 0.316 and the p-value was 0.095, which is greater than the standard significance level of 0.05. In the 95% confidence interval, the influence of the technology acceptance model on improving job performance is between -0.087 and 0.653. This means that the technology acceptance model has a relatively low influence on job performance at the structural level (f square = 0.067).
4. The fourth hypothesis (H4) was rejected, namely the absence of the influence of green human resource management on job performance through a technology acceptance model as mediated by path coefficient (0.260) and p-value (0.105 > 0.05). In the 95% confidence interval, the mediation effect of the technology acceptance model in improving job performance is between -0.070 and 0.556. Likewise, the existence of a technology acceptance model in mediating green human resource management on job performance has a close to low influence at the structural level (f square = 0.067).

Hair et al (2019) stated that PLS is an SEM analysis with the purpose of prediction. Therefore, it is necessary to develop a measure of the model validation form to show how well the prediction power of the proposed model is. PLS predict works as a form of validation of the strength of the PLS prediction test. To show that the PLS results have a good measure of predictive power, it is necessary to compare it with the basic model, namely the linear regression (LM) model. The PLS model is said to have predictive power when the magnitude of the RMSE (Root mean squared error) or MAE (mean absolute error) of the PLS model is lower than that of the linear regression model.

- If all the measurement items of the PLS model have RMSE and MAE values lower than those of the linear regression model, then the PLS model exhibits high predictive power.

- If many of them have moderate predictive capability.

Based on the results of processing from 24 observations on RMSE and MAE values of 15 measurement items, the number of measurement items of the PLS model with RMSE and MAE values is lower than that of the LM model. This shows that the proposed PLS model has medium prediction power.

6 Conclusion

In this study, it was found that GHRM has a significant influence on JP. This finding supports the earlier research of [19], [20],[21], and [23], who also concluded that there is an influence of GHRM on JP. This confirms the acceptance of the first hypothesis. Similarly, the second hypothesis of this study, which suggests an influence of GHRM on TAM, is consistent with previous research by [24] and [25].

The third and fourth hypotheses were rejected because it was found that there was a lack of influence of TAM on JP. This finding is consistent with [32], which also found no influence of TAM on JP, as well as [31], which found a weak influence between TAM and JP.

The study suggests that JS (Job Satisfaction) can be enhanced through GHRM (Green Human Resource Management), while its indirect influence through TAM (Technology Acceptance Model) is not maximized. The recommendation for future research is to introduce additional variables to analyze their impact on JS. This is because only 51.9% of the variation in the GHRM variable can explain JS, with the remaining 48.1% being attributed to other external variables not considered in the analyzed structural model.

While TAM may not be considered optimal for influencing JS, this could be due to insufficient training or a lack of ability to use digital applications within the company. Additionally, the concept of TAM is perceived to be less relevant to JP, indicating a lack of connection. It is essential to further investigate the impact of TAM on JP using other samples. In addition, researchers could consider using other variables as mediating variables, as the influence of TAM is weaker compared to the direct relationship between GHRM and JP.

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