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How Green Human Resource Management Improve Sustainable Organizational Performance in Public Service?

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Abstract

Research aims: The issues, such as global warming, increasing levels of pollution, increasing carbon, and climate change, make them mandatory for all organizations to strive to preserve the environment and to work for the welfare of society. The aim to be achieved in this study was to explore the practice of green human resource management (GHRM) in its contribution to increasing sustainable organizational performance (SOP) through green service innovation (GSI) in the local government organization of Semarang City, Indonesia.

Design/Methodology/Approach: This research used a quantitative method. The data used in this study were collected using closed online questionnaires for the leaders of the civil servants (ASN) in each regional government organization (OPD) in Semarang City. The population of this study was the leaders at each Semarang city's OPD, with 56 people in each OPD. The sampling technique used the census technique, obtained by 56 respondents. The data analysis used Structural Equation Model-Partial Least Square (SEM-PLS), using the software of Smart PLS 3.

Research findings: The results of the data analysis show that all proposed hypotheses are accepted. It is proven that GHRM and GSI can improve SOP in Semarang city government directly and indirectly by the primary indicator of The vision of developing environmental management and services for the community and environmentally friendly digital service innovations.

Theoretical Contribution/Originality: The mediating role of GSI can mediate the relationship between GHRM and SOP. In addition, this study reveals that the digital elements of public services in GSI enormously increase SOP.

Practitioners/Policy Implications: The results have been good news for leaders in public service organizations for different policies on becoming a sustainable organization and preserving environmentally friendly practices in serving the community.

Research Limitations/Implications: We recognize that our current study has limitations. This research only focuses on organizational performance. We see that GHRM and GSI practices play a decisive role for employees, so this study recommends further research to investigate the role of GHRM and GSI on employee performance.

Keywords: digital green service innovation, green human resource management, sustainable organizational performance

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Introduction

Challenges such as climate change, increasing pollution levels, carbon footprint, and floods make organizations strive to protect the environment and advance the welfare of society. (Khan et al., 2022; Mukherji & Bhatnagar, 2021). Currently, the aspects of the environment and social and economic sustainability are considered primary responsibilities that organizations have to culture and nature, particularly in activities related to environmental protection (Ly, 2023). This concern has been the primary goal of the United Nations (U.N.) with its program, the Sustainable Development Goals (SDGs). This will begin in 2015 and is a global action plan that all nations have agreed to (Helmer et al., 2021). The three main pillars are reducing poverty and inequality and protecting the environment (Pujara et al., 2019). The concept of protecting the environment and the aspects of sustainability encourage a new practice in organizations, i.e., green human resource management (GHRM), environmental recognition, and thinking into internal organizational policies practice resource humans to be able to recognize the importance of ecological carbon employees (Anwar & Abdullah, 2021; Baliyan & Fatima, 2021; Jashari & Hasan, 2020; Ly, 2023). The idea of GHRM is mainly on how the ability and capacity of an organization to recruit, train, and retain employees using environmentally friendly practices (Asri, 2021). Ahakwa & Asamany (2021); Asri, (2021); Khan et al., (2022); Titisari et al., (2014) define GHRM as a policy and practice of human resources to encourage the support applying the environmental policy on organizations to reduce waste, to prevent environmental pollution, and to achieve efficient utilization of natural resources and energy sustainable to improve sustainable organizational performance. Many studies have shown that GHRM can significantly enhance organizational performance (Aburahma et al., 2020). Furthermore, green service innovation (GSI) gets more concerned when organizations must innovate to create environmentally friendly products or services and overcome environmental problems (Chen et al., 2015). GSI is an innovation in product development or a process system that aims to reduce environmental impacts (Al-shammari et al., 2022). Khammadee, (2022) showed that GSI positively affects the increase of manufacturing organization performance. The GSI stimulus proliferates because people's environmental concern increases daily (Y. Lin et al., 2018). However, we found that GSI was studied more in manufacturing organizations alone, and no research shows GSI improves public service organizations' performance (Chen et al., 2015). The urgency of our study is to investigate the use of GHRM and GSI practices on SOP in public service organizations and the relationship between the two.

Then, the GHRM implementation is not limited to manufacturing companies but also non-profit organizations, such as the government, large-scale companies, and small businesses (Blom, 2020). In the current era, protecting and managing the environment sustainably is an essential part of the responsibility of the government, society, and all parties (Sugiartha & Widiati, 2020). The seriousness of environmentally friendly practices in public service organizations has been the concern of the Semarang City government as a public service organization that innovates in building the environment and sustainability. One of the forms of innovation, environmental problems, and sustainable aspects performed by the government of Semarang city is a smart city program, a form of green service innovation (GSI) of online and digital-based public services to the community. The innovative city concept was built and designed by the Semarang city

government to assist public services and community activities to manage existing resources efficiently. The other goal is to provide convenience in accessing information for the community, maximize community services, and support sustainable development. The primary purpose of a smart city is to build a safe and comfortable city for the community to strengthen competitiveness and to form a sustainable city that is a sustainable economy, society, and environment (Hasibuan & Sulaiman, 2019). Performance achievements in the smart city are said to be SOPsince the objective is mainly to build a public service organization aimed at economic, social, and environmental development consisting of nine achievements: 1) rapid growth economics, 2) contribution related to trade and services, 3) contribution in the category of processing industry, 4) Investment value, 5) Percentage of flood and tidal areas, 6) Human Development Index, 7) Gender development index, 8) Poverty rate, 9) Open unemployment rate, and 10) bureaucratic reform index. The smart city is a chart of green service Innovation (GSI) organization because it is considered an organizational practice using innovations such as digital systems related to products or services as a form of sustainable service innovation. Khammadee, (2022) research shows that GSI improves SOP in an organization because this innovation has future-oriented strategic planning. Rubel et al. (2020) revealed that GSI is becoming a critical parameter for organizations updating their services to adapt to environmental phenomena. Kainzbauer et al. (2021) argue that GHRM practices are the implementation of SOPs internally within an organization.

Previous studies have found that GHRM and GSI positively impact SOP. The proper integration of SOP within an organization develops due to the occurring phenomena (Medne & Lapina, 2019). According to Kordab et al. (2020), SOP is an achievement of organizational success as measured through the central performance taken from the organization's complex strategic objectives (social, economic, and environmental). Organizational sustainability is a strategic issue in sustainable development (Y. Zhang, Khan, et al., 2019). An organization will achieve sustainable development when it pays attention to the balance of three aspects, such as economic, social, and environmental (Kordab et al., 2020). This research is in line with the resource-based view (RBV), which states that organizations have the resources that can make organizations have advantages, are competitive, and can direct the organizations to have long-term performance (Rasool et al., 2019). Therefore, organizations must prioritize financial and economic goals, consider social benefits, and preserve the environment (Hristov & Chirico, 2019).

Furthermore, sustainable performance requires that every organization meets the needs of the present without compromising the needs of future generations (Rehman et al., 2020). Hristov & Chirico, (2019) state that today's organizations realize that sustainability achievements may strengthen their competitive organizational advantages with innovations in processes, products and services, markets, and business models in the future. The researchers recognize that no research has contributed to offering a conceptual model with SOPs as a new issue to study in GHRM and GSI practices, particularly in public service organizations. SOP is a development resulting from a stimulus from existing environmental phenomena that organizational performance must have a sustainable value. This research aims to solve the importance of caring for the environment so that public service organizations have and achieve sustainability values.

Literature Review and Hypotheses Development

The RBV theory of Úbeda et al. (2022) is a theory that is very relevant and accepted in the field of business strategy management. The RBV theory states that organizational resources include all assets, capabilities, organizational processes, company attributes, information, knowledge, and others controlled by a company that enables the company to understand and implement strategies to increase organizational efficiency and effectiveness (Rafiq et al., 2020). Many studies have empirically proven that sustainability performance is influenced by the capability dimension (Sun et al., 2022). In studies, for example, it was explained that there is a positive effect between the dynamic integration of external capabilities and the three pillars on sustainability performance (Sun et al., 2022). The three pillars are economic, social, and environmental performance (Sun et al., 2022). Based on the resource-based value (RBV) theory, market orientation, entrepreneurship, organizational learning, and innovation capabilities can influence performance (Rafiq et al., 2020).

Organizational performance is a form of achievement level indicator that will be achieved and reflects the success of an organization. It is a form of an outcome achieved from individual behavior in the organization (Hidir et al., 2021). Several studies proved a relationship/linkage between GHRM practices and organizational performance (Aburahma et al., 2020). According to Khammadee, (2022), applying GHRM will significantly improve organizational performance because GHRM is an essential factor in successfully implementing green strategy in an organization's environmental management practices (B. Zhang, 2019). In the efforts to practice GHRM in organizations, it takes the form of performance management, rewards, organizational cultural innovation, and training and development (Alshammari, 2020; Anwar & Abdullah, 2021). Investment in GHRM practices in organizations will not only drive employee performance directly or indirectly organizational performance (Shah et al., 2021). For organizations to maximize the impact of SOPs on their organizational activities, they must ensure that Organizational SOPs can result from implementing ideas of the positive effect of stakeholders on long-term organizations (Sun et al., 2022). Zhao et al., (2021) argue that SOPs can be maintained when organizational goals and policies can be supported by prioritizing social, economic, and environmental aspects. For organizations to maximize the impact of SPO on their organizational activities, their managers must ensure that they require economic, social, and environmental movements to have a positive effect on their internal community (employees) and external community (society) (Deshpande & Srivastava, 2022). GHRM offers an essential way for an organization to develop human capital (H.R.) that can improve environmentally friendly goals. These objectives are implemented through recruitment, training, assessment, and incentive systems to enhance their organizational performance, so they know the role of the environment and sustainable development. Previous studies have shown that GHRM positively affects organizational performance (Rawashdeh, 2018). Other studies revealed that the current GHRM system has shifted to a different modern working method (Wijesingha et al., 2020).

***H_1** : Green human resource management (GHRM) has a significant positive effect on sustainable organizational performance (SOP)*

GHRM is required to create a change related to innovation in organizations which includes recruitment, training, assessment, and incentive systems for their employees (Caldwell, 2020; Ghouri et al., 2020; Mishra, 2017; Ninaroon, 2022; Rashid & Alam, 2020; Shafaei et al., 2020). GHRM must involve a systematic and planned explanation of human resource management (HRM) practices (Pham, 2019). Green Innovation provides green values for every employee to be involved in GHRM practices in sustainable organizations, which will have implications for the H.R. function (Al-shammari et al., 2022). Khammadee, (2022) found that GHRM practices would greatly positively support GSI culture, demonstrating the ability to mediate between GHRM practices and organizational performance. GSI has a sustainability value that is more than just organizational performance (Rubel et al., 2020). This involves going much deeper into considering environmental, social, and economic risks in organizational decision-making. GSI is defined as a set of values, principles, and beliefs that govern behavior and activities regarding the environment and nature (Chen et al., 2015). This proves that the desire or responsibility of the organization is dedicated to the environment and sustainability. Green organizational cultural practices are crucial for successfully implementing GHRM strategy and organizational policies. Therefore, alignment of environment-based thinking requires employee orientation in environmental initiatives and practices (Imran et al., 2021). The current reality of GSI reflects planning to protect the organizational environment and asking organizational leaders to pay more attention to organizational activities to enable employees to play an active role in providing services to minimize environmental pollution in the workplace (Y. Lin et al., 2018). According to Hadjri et al., (2020) researchers have looked at the performance of GSI, and several studies have shown GSI can significantly improve organizational and environmental performance (Chen et al., 2015; Khammadee, 2022; Y. Lin et al., 2018).

***H_2**: Green human resource management (GHRM) has a significant positive effect on green service innovation (GSI)*

GSI is defined as a form of innovation in product development or a process system that aims to reduce the environmental impact of all activities carried out by a company/organization (Khammadee, 2022). According to Y. H. Lin & Chen, (2017) GSI is defined as innovation in products or processes, which reduces the environmental impact of all business activities companies that are energy efficient, prevent pollution, recycling waste to have an impact on environmental management. Furthermore, GSI can increase competitive advantage and organizational performance (Ninaroon, 2022). The GHRM function can propagate environmentally sustainable development, and GSI practices can efficiently increase resource productivity and reduce pollution (Chen et al., 2015).

The process from GSI is expected to save energy, prevent pollution, and recycle waste digitization (Y. Lin et al., 2018). According to (Chen et al., 2015) GSI applied to an organization will increase competitive advantage. Innovation is seen as an essential tool for business and public services. This is to increase the competitive value of an organization (Khammadee, 2022). Successful innovation will benefit the organization's

development and economic value (Oncioiu et al., 2018). One of the developments in service innovation is green service innovation which organizations must implement to adopt and change mindsets and managerial strategies in the transformation model of environmentally friendly and sustainable management (Staples et al., 2020). The ability of service innovation will significantly impact organizational performance for the better. This is because the ideas generated by green service innovation are more innovative and can substantially contribute to achieving organizational goals (Alhadid & Abu-Rumman, 2014). GSI generally uses knowledge and can be classified as knowledge-intensive business services (Khammadee, 2022). Service innovation includes modification, line expansion, repositioning, and service improvement (Y. Lin et al., 2018). The opinion of Rubel et al., (2020) implies that technological, human, and organizational competencies are important for GSI. In addition, GSI innovation must relate to customized services (Y. Lin et al., 2018).GHRM capabilities positively affect an organization's ability to achieve and sustain GSI excellence (Khammadee, 2022). According to (Y. Lin et al., 2018) GSI can produce sustainable performance if organizations use environmental structures to emphasize ecological benefits. GSI can help organizations to achieve better SOPs and to gain sustainability benefits and values (Sun et al., 2022). In this era, people prefer organizations that work for the welfare of society and reduce negative impacts on the natural environment (Frempong et al., 2021). Technological elements are considered to increase the quality of GSI because they tend to be environmentally friendly and minimize footsteps carbon (Hu et al., 2022). Therefore, developing green service innovation is more critical for our society because it can effectively help organizations achieve organizational goals, namely performance (Khammadee, 2022).

***H₃** : Green service innovation (GSI) has a significant positive effect on sustainable organizational performance (SOP)*

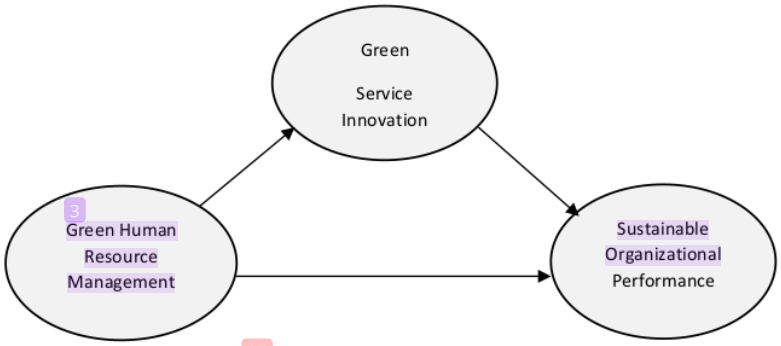

Figure 1. Conceptual Framework

Research Methods

This research was conducted in the city government of Semarang, Indonesia, for two months, from January to March 2023. This research used a quantitative method. The data used in this study were collected using a closed online questionnaire for leaders'

status apparatus civil servants (ASN) in each regional government organization (OPD) in Semarang City. The population of this research is the leaders at each. The OPD in Semarang City totaled 51 people in each OPD information on the study population is shown in table 1. The sampling technique was used using the census obtained by 51 respondents. Data is collected to measure GHRM implementation in influencing SOP and GSI. Data analysis uses Partial Least Square, using the software Smart PLS 3 (J. Hair et al., 2017).

Table 1. Respondent Demographics

Variable	Classification	Frequency	%
Gender	Female	10	18
	Male	46	82
Age	30-40	25	44
	41-50	31	56
Education	Bachelor	10	18
	Master	46	82
Total		56	100

Source: Primary data processed in 2023.

The demographic table shows that respondents according to gender were dominated by 46 male respondents with a percentage of 82%. Respondents by age were dominated by respondents aged 41-50 years, with as many as 31 respondents with a percentage of 56%. Respondents by Education were dominated by master education respondents as many as 46 respondents with a rate of 82%.

Variable Measurement

The measurement items used in this study were adopted from previous studies with modifications according to the research objectives. Each variable is measured in this study using a seven-point Likert scale, from strongly agree to agree strongly. Variable and indicator GHRM, GSI, and SOP research can be seen in table 2.

Table 2. Operational Variable

Variable	Theory	Label	Instrument
GHRM (7 items)	(Mishra, 2017; Zhao et al., 2021)	**X1**	My organization uses eco-friendly organization branding to create eco-friendly employees.
		X2	My organization is environmentally friendly management to develop employee behavior.
		X3	My organization has a clear development vision to guide employee actions in environmental management and service delivery.
		X4	Employee participation in environmental management is encouraged by my organization through methods including newsletters, guidance programs, problem-solving groups, low-carbon champions, and team green action.

		X5	My organization integrated training to create employee involvement in environmental management and services.
		X6	My organization sets goals to achieve green goals in support of organizational performance.
		X7	My organization has a recognition-based award in environmental management for employees for ecologically friendly services and practices.
GSI (5 items)	(Rustiarini, 2021; Tjahjadi et al., 2020; Weng et al., 2015;Frankelius et al., 2018; Khammadee, 2022)	**Z1**	My organization offers new digital-based service practices to create environmental awareness in society.
		Z2	My organization develops digital service practices in developing new services for the environment and society.
		Z3	My organization is innovating in expanding eco-friendly digital services for the effectiveness and efficiency of services to the community.
		Z4	My organization seeks to improve services to the community in a more environmentally friendly manner.
		Z5	My organization uses new practices with internal technology to create sustainable organizational practices.
SOP (4 items)	(Rustiarini, 2021; Soomro, 2021; Support et al., 2021)	**Y1**	Sustained organizational performance in my organization is a positive result of financial and non-financial.
		Y2	My organization's sustained performance supports employee performance and a positive organizational image.
		Y3	Sustainable organizational performance in my organization is measured by environmental performance and low public complaints about service delivery over a long time.
		Y4	As the organization's leader, I will continue my work on an ongoing basis.

Green human resource management: GHRM
Green service innovation: G.I.
Sustainable organizational performance: SOP

Results and Discussion

Data analysis

This research model was analyzed using the SEM-PLS (Structural Equation Model-Partial Least Square) technique with smartPLS 3.0 software (Sharma et al., 2022). The SEM-PLS technique is appropriate in this study because it works effectively and efficiently on small sample sizes with complex models (J. F. Hair et al., 2020). The reason for using this analytical technique is that it can test mediating effects simultaneously. In the SEM-PLS test, two test stages were carried out, namely the outer Model (measurement model) and the inner Model (structural Model), which would be carried out (J. F. Hair et al., 2011).

Measurement Model Test Results (Outer Model)

The outer model test consists of several stages of validity and reliability testing (J. F. Hair et al., 2011). The validity test consists of two tests: convergent validity and discriminant validity. Concurrent validity is essential for assessing the research indicators used to represent latent variables between two measures with the same concept (Zeng et al., 2021). Convergent validity testing can be seen from the loading factor value of the construct indicator and the Average Variance Extracted (AVE) value. AVE is the value of the average extracted variant (Dash & Paul, 2021). The convergent validity test is fulfilled if the loading factor value is higher > than 0.7 and the AVE value is higher > than 0.5 (J. F. Hair et al., 2020). Furthermore, discriminant validity is measured by comparing the AVE value of each latent variable which must be higher than the square of the correlation R2 of the other latent variables. The discriminant validity test is fulfilled if the factor loading value of each variable is higher than the cross-loading of other variables (J. F. Hair et al., 2020). The reliability test is used to determine the consistency of the measurement results if the measurement is carried out twice or more for the same symptoms with the same measuring instrument. The reliability test loading rule meets the composite reliability (C.R.) criteria, and Cronbach's alpha is higher than > 0.7 (Sarstedt et al., 2020).

Table 3. Convergent validity

Variable	Indicator	Loading Factor	Status
Green human resource management (GHRM)	X1	0.950	Valid
	X2	0.948	
	X3	0.959	
	X4	0.956	
	X5	0.950	
	X6	0.930	
	X7	0.922	
Green service innovation (GSI)	Z1	0.944	Valid
	Z2	0.946	
	Z3	0.921	
	Z4	0.933	
	Z5	0.909	
Sustainable organizational performance (SOP)	Y1	0.935	Valid
	Y2	0.964	
	Y3	0.962	
	Y4	0.947	
R-Square Y^1= GHRM->SOP = 0.907 **R-Square Y^2= GHRM,GSI->SOP= 0.909** **Q^2= 0.991**			

Source: smart PLS data processing output 2023.

Table 4. Discriminant Validity

	Mean	S.D.	GHRM	GSI	SOP
GSI	22.57	5.672	0.952		
GHRM	39.68	7.493	0.938	0.952	
SOP	22.57	4.596	0.946	0.953	0.929

Source: smart PLS data processing output 2023.

Table 5. Reliability Test

Variabel	Cronbach's Alpha	rho_A	Composite Reliability (C.R.)	Average Variance Extracted (AVE)	Result
GHRM	0,965	0,966	0,975	0,906	Reliable
GSI	0,974	0,974	0,980	0,907	Reliable
SOP	0,974	0,974	0,978	0,863	Reliable

Source: smart PLS data processing output 2023.

In table 3, the results of convergent validity show that all indicators of this study have a loading factor > 0.7, so it can be stated that all indicators used are valid for use. The test results of the reliability test measurement model show that all indicators on the GHRM, GSI, and SOP variables have an AVE value of more than > 0.5 and a C.R. value of greater than > 0.7. As a result, all research variables are reliable and valid. The results of the reliability test are shown in Table 4. In addition, the discriminant validity check in Table 5 shows that each construct in this research model meets the criteria. The square root value of AVE is greater for each construct assessed than the correlation between constructs. This indicates that discriminant validity has been established and meets the requirements.

Structural Model Test Results (inner Model)

In the structural Model of this study, the measurements were made to predict and see the causal relationship between the latent variables used (J. F. Hair et al., 2011). The test parameters in the Model are the R-Square test (R2) and the predictive relevance model Q2 (Sharma et al., 2022). A high R2 value illustrates a good research model because it has precise measurement accuracy. In contrast, the Q2 value indicates the level of model results that are estimated for the parameters being assessed (J. F. Hair et al., 2020). To determine the level of significance in hypothesis testing is indicated by the value of the path coefficient (inner Model). The accepted hypothesis rule loading path coefficient values shown by the t-statistic value must be higher than 1.96 for the two-tailed hypothesis in hypothesis testing using a P value of 0.05 (Sharma et al., 2022).

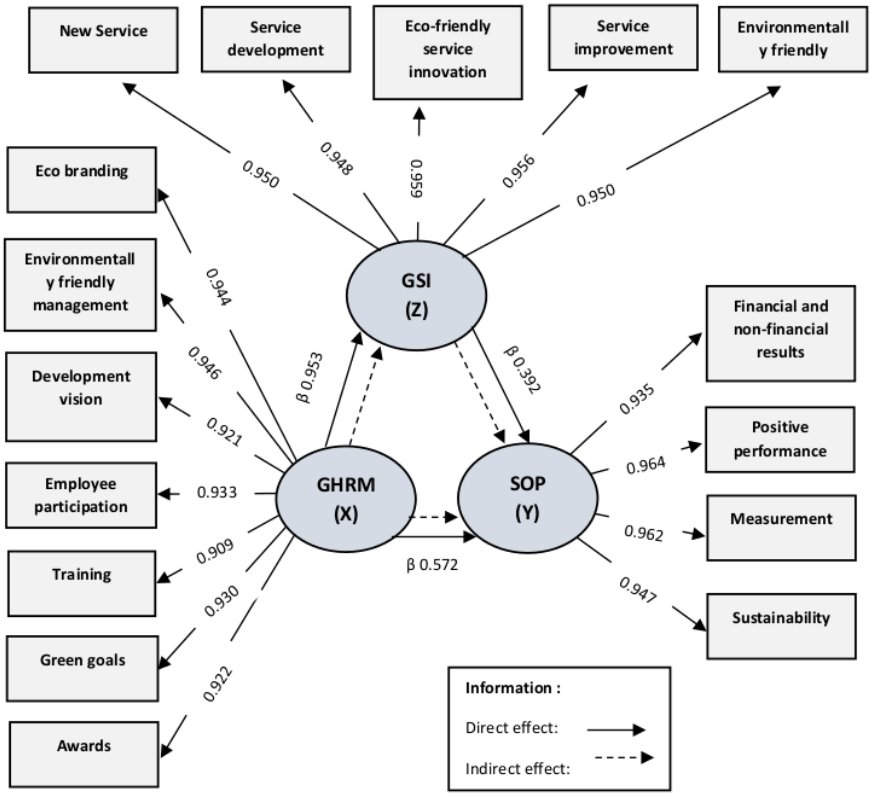

Figure 2. Structural Model of GHRM, GSI, and SOP

Table 4. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
GSI-> SOP	0.392	0.388	0.144	2.727	0.007	Accepted
GHRM-> SOP	0.572	0.576	0.145	3.959	0.000	Accepted
GHRM-> GSI	0.953	0.953	0.010	94.178	0.000	Accepted
GHRM->GSI->SOP	0.374	0.370	0.137	2.733	0.006	Accepted

Note: All T statistic >1.96 dan P value <0.05,***
Green human resource management: GHRM
Green service innovation: G.I.
Sustainable organizational performance: SOP

Source: smart PLS data processing output 2023.

The measurement model results show SOP with a Q2 value of 99.1%. It can be concluded that the proposed research model is excellent and predictive. The 3 proposed

direct effect hypotheses are all supported. This can be seen from testing the hypotheses using bootstrap analysis. H1, which states that green human resource management (GHRM) has a significant positive effect on sustainable organizational performance (SOP), is accepted as seen from the T statistic value of 3.959 more than >1.96 and a P value of 0.000 less than <0.05 with a coefficient value (β0.572). H2, which states that green human resource management (GHRM) has a significant positive effect on green service innovation (GSI), is accepted as seen from the T statistic value of 94.178, which is more than >1.96, and the P value of 0.000, which is less than <0.05 with a coefficient (β 0.953). H3, which states that Green service innovation (GSI) has a significant positive effect on organizational sustainability, is accepted as seen from the T statistic value of 2.727 more than >1.96 and the P value of 0.007 less than <0.05 with a coefficient value (β0.392). The SOP non-structural model test results with a Q2 value of 90% indicate that the proposed research model is excellent and predictive. The proposed indirect effect test is supported. This can be seen from the bootstrap test results, which state that green human resource management (GHRM) has a significant positive effect on sustainable organizational performance (SOP) through green service innovation. It is accepted that the T statistic value is 2.733, more than >1.96, and the P value is 0.006, less than <0.05 with a coefficient (β0.374). The results of hypothesis testing can be seen in Figure 2 and Table 4.

Discussion

The research results have shown that GHRM has a positive effect and strong relationship with SOP in Semarang city government organizations. This indicates that the efforts to sustainably improve organizational performance in public service organizations require human resource practices concerned with the environment. The contribution of development vision indicators in guiding organizational members in environmental management and services at GHRM is critical in influencing SOP. This explains that, in public service organizations, the role of vision development supports the value of sustainability in which the draft and operational vision of a service organization built to serve the community will increase positive performance to achieve sustainable organizational performance and enhance the positive organizational image (Caldwell, 2020). Previous research explains that the practices of environmentally friendly organizations will improve the economy (economic aspects), increase attention to the quality of community life (social aspects), and pay attention to the environment (environmental factors) (Deshpande & Srivastava, 2022). GHRM, in this study, is a determinant of the success of SOPs in organizations. The empirical results of this study are reinforced by the findings of Zhao et al., (2021) that GHRM has a significant contribution to SOP. Amjad et al., (2021) state that the GHRM policy act is an influential antecedent and positively impacts organizational performance. According to Zhao et al., (2021), GHRM is part of the SOP organization in acting because it can simultaneously improve economic performance, social and environmental. There is a growing understanding that environmental impacts on GHRM practices contribute to and help the organization achieve higher performance (Aburahma et al., 2020). This phenomenon corresponds to public sector organizations in Indonesia, especially in the government, which is still pursuing sustainable development and identifying sustainable development as one of the critical elements to ensure access to fair and inclusive development and environmental protection as part of economic recovery. The government has recently

prioritized the sectors that prioritize the issues related to sustainability. The theme of inclusive and sustainable development is one of the pillars of the overall theme of the G20 in Indonesia (Solechah & Sugito, 2021). The RBV theory clarifies this result that organizational resources have many scopes in the form of all assets, capabilities, knowledge, organizational attributes, and various other areas, and the organizational responsibility is not sufficient in managing and understanding to implement the strategy to improve efficiency for the future (Sun et al., 2022).

The results of this study indicate that GHRM has a positive effect on GSI in the organization of the Semarang City government. This suggests that GHRM practices improve GSI in public service organizations significantly. The role of development vision indicators in guiding organizational members in environmental management and services at GHRM becomes the dominant factor in influencing GSI. This explains that developing a vision, especially concerned for the environment, will increase the service quality to society. Developing a policy vision for environmental management and environmentally friendly services has strategic value in driving sustainable performance in an organization. In addition, creating an image will guide the organization in expanding digital services for the effectiveness and efficiency of services to the community. The results of previous empirical studies have shown that GHRM contributes to increasing GSI (Khammadee, 2022; Y. Zhang, Luo, et al., 2019). In addition, from the process aspect, GSI describes organizational processes that reduce negative environmental impacts on processing materials, resources, and knowledge (Rubel et al., 2020). This study reveals that the innovation in GSI, which is demonstrated in green digital services in GSI, is the ability to know, communicate, integrate, identify and commercialize services effectively for organizational performance. These results are supported by the phenomena in Indonesia, where the main focus of public services is to create environmentally friendly human resources by using digital service innovations to accelerate inclusive, sustainable, and environmentally friendly digital transformation Amin et al., (2022) because digital elements are considered to have a less polluting impact. The role of H.R. in being ecologically friendly needs to be increased for the success of GHRM practices to increase GSI (Hu et al., 2022).

The results of further research indicate that GSI positively affects SOP in Semarang city government organizations. These results suggest that the provision of environmentally friendly services found in GSI improves the SOPs of public service organizations. New services, development, innovation, improvement, and ecologically friendly practices support public service organizations in achieving SOPs. The indicators of organizational innovation in expanding digital services for the effectiveness and efficiency of services to the public at GSI are the dominant factors influencing SOPs by innovating and developing services using digital elements. This result is supported by previous empirical research showing that GSI is significant for organizational performance (Khammadee, 2022). GSI, in this study, encourages digital technology innovation efforts to spur the creation of digital service breakthroughs for environmentally friendly organizations and low-carbon and zero-emission public services (Rubel et al., 2020). This effort also aligns with the Indonesian government, which has recently been encouraging the development of digital infrastructure networks to support sustainable economic, social, and environmental performance (Hasmawaty et al., 2022). This follows the RBV

theory, which states that existing valuable and scarce resources can be aimed at creating a competitive advantage so that their resources can last a long time and are not easily copied, transferred, or replaced (Rafiq et al., 2020).

The results of the data analysis show that GHRM has an indirect effect on SOP through GSI as mediation. This indicates that an increase in GHRM in an organization increases GSI. An increase in GSI will also have an impact on increasing SOP. Based on the recognized indirect effect results, GHRM practices will improve positive service quality to create the sustainable organizational performance. The results of the empirical research support show that, as previously explained, a resource-based view (RBV) is appropriate in developing GSI and GHRM to maximize performance (Y. Lin et al., 2018). Solechah & Sugito, (2021), in their journal, argue that sustainable performance in public is the integration of performance that benefits all sectors more broadly across regional, national, and even cross-generational boundaries. Sustainable performance will impact the potential impact on the public/society, environment, and economy and consider future effects (Peng & Zhang, 2022). Solechah & Sugito, (2021) elucidate why organizations should engage in green services strategically rather than idly. The organization beliefs regarding green management have strategic ramifications. At the corporate level, green management can be a crucial component of business strategy and organization distinction. A strategic investment must be considered to generate sustainable performance (Khan et al., 2022).

Conclusion

In conclusion, this study concentrates on and explores to investigate what factors drive the practices of GHRM and GSI to improve the SOP of Semarang city government organizations. From the results of the data analysis, it was revealed that GHRM and GSI had a significant positive effect on SOP. The critical factors in this study seek to explore GHRM practices in improving SOPs to create a much better economic, social, and environmental synergy for the present and the future. The stimulus of ecological phenomena that continues to be a problem and is unresolved is a concern for this. The results reveal that GHRM to GSI in Semarang city government organizations had a strong relationship in this research. This relationship was reflected in the dominant indicators, namely the development of a vision in guiding actions in environmental management and services that will increase innovation in expanding environmentally friendly digital services for the effectiveness and efficiency of services to the community. The better the practice of GHRM, the better the GSI.

The results of GHRM on SOP in Semarang city government organizations are the second relationship in the study. The relationship between the two was reflected in the dominant indicators that mutually reinforced this relationship; developing a vision to guide employee actions in environmental and service management will create a positive, sustainable performance in public service organizations. It means that the better the practice of GHRM, the better the SOP in Semarang city government organizations. Furthermore, the GSI for SOP in Semarang city government organizations is the third relationship in the research. This relationship can be seen from the dominant indicators of the two, which mutually reinforced the relationship between the two; the innovation

in expanding environmentally friendly digital services for the effectiveness and efficiency of services to the community will increase sustainable organizational performance to support the positive performance of the employees and positive organizational image. The other result of the study is that GSI can bridge GHRM and SOP. Our study revealed that digital GSI-based services could strengthen GHRM in SOPs because the services built on digital elements were more environmentally friendly, particularly in public service organizations serving the community. For example, digital-based services enable people to get benefits anywhere without accessing conventional services. This allows the resulting carbon footprint to be further reduced.

The future of public service organizations continues to develop, and SOP implementation toward better performance encounters various challenges that must be resolved together. The biggest challenge of the SOP is how to provide understanding to all parties to align social, economic, and environmental interests. We believe that the results of this research encourage the implementation of good strategies in the future, particularly in public service organizations, in implementing service and performance policy strategies for better synergy in the environment and sustainability. We recognize that our current study has several limitations. First, the sample size was relatively small because there were fewer than 100 respondents. Second, this research only focused on organizational performance. We see that the practices of GHRM and GSI show a vital employee role in it, so this research recommends that future research investigate the roles of GHRM and GSI for employee performance.

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