

Implementation of E-Business and Organizational Support Towards Green Human Resource Management

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Abstract: This research aims to analyse the application of e-business and organisational support to work ethics in realising Green Human Resource Management (GHRM). GHRM is a program that helps create a friendly workforce that respects the culture in an organisation, and one of the factors is that work ethics influences it. The research method used is quantitative, with the analytical technique being structural equation modelling analysis via SmartPLS 3.0. The research sample was 282 academic community members at universities in the Cirebon, Indramayu, Majalengka and Kuningan areas, with the sampling technique carried out using cluster proportional random sampling. The research of this study found that organizational support in this study had the lowest influence in moving towards GHRM. This research provides recommendations for improving the internal organization, especially in improving the culture of collaboration, coordination and cooperation, is vital in improving Green Human Resource Management.

Keywords: E-business, Green, Human Resource, Management.

A. Introduction

Currently, disasters due to natural disasters occur one after another in almost all corners of the country without stopping. Natural disasters cause enormous losses to communities, companies and even countries. The losses that occur are not only property and objects; more than that, natural disasters also cause casualties. Natural disasters are not only due to natural phenomena but also to human behaviour as residents of the earth. Humans continue to dredge the contents of the earth, damage its surface, and burden and fill the earth with rubbish and other waste. This condition causes the quality and quantity of air, water, plants, animals and other riches contained therein to decrease. Whether they realize it or not, universities, as part of development actors, have contributed to the decline in the quality and quantity of the earth's contents. The increasingly rapid development of educational industry activities accompanied by high progress in the field of technology has led to an increase in the use of natural resources (Gylfason, 2001) energy sources and the

increase in waste produced tends to pay less attention to its impact on the natural environment (Pan et al., 2022; Wu et al., 2019). This lack of attention causes the environment to become damaged (Li & Wang, 2019). Environmental issues and problems require the attention of all parties amidst the hustle and bustle of local and global social, economic and political problems. The responsibilities of universities or campuses are now starting to be questioned about their commitment. This is proven by many surveys and research results that question the campus's contribution to environmental issues.

In mid-2017, the University of Indonesia (UI) made a breakthrough by assessing and contributing to campuses worldwide on environmental issues. This breakthrough is called Green Metric World University. The main aim is to measure the awareness and commitment of campuses worldwide in their responsibility towards the surrounding natural environment (Sugiarto & Gabriella, 2020). On its official website, UI GreenMetric is announced as an annual agenda as the greenest university ranking system in the world. The main assessment basis is the university's commitment to environmental management in the campus area. Indicators for this assessment system include statistics on campus greenness (15 per cent), waste management (18 per cent), energy and climate change (21 per cent), water use (10 per cent), transportation (18 per cent), and education (18 per cent) (Purwanto & Setioko, 2018). In 2017, since GreenMetric World University was implemented, campuses involved in the agenda reached 516 universities from 4 continents worldwide (Atici et al., 2021; Galleli et al., 2022). From Indonesia, there are 49 participating campuses. The official UI GreenMetric committee recently announced the top three rankings for the world's greenest campuses. The first greenest campus in the world in 2017 was achieved by the University of California Davis (United States) with a score of 8,398. Followed by second-place University of Nottingham (England) with a score of 8,079 and third place with a score of 7,658 from Wageningen University & Research (Netherlands). Meanwhile, the University of Indonesia achieved the greenest campus in the country in the first place and 31st at the world level. Meanwhile, the Sepuluh Nopember Institute of Technology (ITS) Surabaya campus, which is in second place at the national level, is ranked 43rd at the world level. Then, followed by IPB, Diponegoro University, and Sebelas Maret University.

UI GreenMetric World University is an assessment of universities worldwide regarding their ability to take part in preventive and curative efforts to mitigate the impacts of climate change, a major environmental issue. Environmental problems are a common problem that requires the synergy of all elements of society, including universities. As academics, the practice of environmental management in the campus area by involving the academic community is certainly an important part of the process of implementing the Tri Dharma of Higher Education. Instilling awareness to manage and protect the environment starting from campus will be the starting point for students and other academics to do the same thing in their

environment. Practices such as avoiding smoking in the campus environment, planting and maintaining plants that can reduce pollution, disposing of waste in the appropriate place, processing food waste and other organic materials on campus by composting, and monitoring the external environment are part of GHRM.

Dumont et al. (2017) stated that GHRM is a company's effort to influence green (environmentally friendly) behaviour by employees in the workplace. The HR function will drive environmental sustainability within the organization by aligning its practices and policies with sustainability goals that reflect an environmental focus; this includes implementing an environmentally friendly HR function that results in greater efficiency, lower costs and improved employee engagement and retention. Better. This research aims to examine the factors causing the practice of GHRM in state and private universities with university legal entities in the Cirebon Indramayu Majalengka Kuningan (Ciayumajakuning) area, a total of 11 universities. Currently, all these universities are implementing GHRM practices, as is done by Majalengka University with its eco-campus policy.

This eco-campus policy is aimed at the entire academic community to build integrated, comprehensive and sustainable environmental management. The implementation of this eco-campus is carried out, among other things, by saving resources and implementing recycling, reducing paper consumption by typing two faces, separating organic and inorganic waste, recycling cans, cardboard and plastic, saving water use, using electricity as needed, choosing energy efficient electricity, avoid smoking in the campus environment. Problems regarding applying GHRM in higher education are more closely related to the knowledge possessed by human resources therein. The problem is complicated if the academic community as implementers in the field who have a role in carrying out the company's operational functions consider that fulfilling the requirements as requested by GHRM is a burdensome burden, rather than being seen or believed as a way or tip that makes it easier to do the work.

Pioneering research on GHRM practices in companies has novelty, including recruitment, selection, compensation and rewards, training and empowerment, performance assessment and development and learning, which can improve organizational performance, such as increasing efficiency, reducing costs, employee retention, and increasing employee productivity while encouraging organizational business ethics, as revealed in research results. Different results are shown by research (Bhutto, 2016), which suggests that GRHM practices are positive and significant on employee job satisfaction and work commitment. In companies that implement GRHM policies at every level of the organization, employees feel increasingly satisfied and have a high work commitment. The influencing factors are physical factors (Tangible environment) such as a clean work environment, the presence of a smoking area, as well as the existence of energy-saving policies and visible GHRM practices (Intangible environment) such as policies on the use of

electronic-based communications to save paper, reducing the cost burden and carbon impact of photocopiers, reducing the burden of electricity costs for printers, and printout ink and so on.

In response to several research results above, the practice of GHRM in higher education can be determined by employee work ethic factors. This statement is supported by Farouk et al. (2012), who stated that GHRM practices through recruitment processes, employee training and empowerment, environmental awareness training for employees, and compensation and reward systems are very important for companies to increase employee morale. Work ethics are built through four basic concepts: effort, competition, transparency and moral responsibility. This means that an employee who applies work ethics will tend to have a moral responsibility towards his environment so that he will be able to practice GRHM in the workplace.

The term e-business also defines GHRM practices. According to Sairamesh (Subekti, 2014), e-business implements and manages key business processes such as product design, raw material supply management, manufacturing, sales, order fulfilment, and service provision through communications technology, computers and computerized data. E-business uses information technology from the internet and other computer networks to carry out the main business processes, namely buying and selling. The prefix “e” in e-business means “electronic”, which means activities or transactions that are used without exchange or physical contact; transactions are held electronically or digitally; this has become possible with the support of the rapid development of digital communications. E-business development must be carried out correctly, and the stages involved in implementing it must be clear. Like building application software, building an e-business starts with thorough preparation until the implementation process is carried out.

Media that can support the implementation of e-business to run smoothly is information and communication technology (ICT) media. To build a web-based e-business, several factors need to be considered so that the e-business being built can be implemented successfully. Influencing factors must be considered when designing an e-business site because, with good design, users can surf comfortably and safely. The e-business Model is an approach to conducting electronic business with a certain model so that a company can maintain its business and generate profitable revenue growth. The e-Business Model explains how a company functions, namely how it provides products or services, generates revenue and adapts to new markets and technologies. The e-business model has four traditional components: the e-business concept, value proposition, sources of income, required activities, resources and capabilities. The success of the e-business model is the collaboration of these components (Johnston, 2001).

The success of GRHM implementation also depends greatly on organisational support for GRHM practices carried out by employees. According to Eisenberger

and Cameron (1996) suggest that one way to measure organisational support for employees is by providing awards for employee work achievements. In this case, the organisation awarded an employee who consistently and continuously applies work ethics where the employee shows a high sense of concern and awareness of the environment, for example, always keeping the work environment clean, using electricity sparingly, etc. This award will certainly increase motivation to continue to apply the work ethics that have been implemented so far, which will ultimately encourage the implementation of GRHM practices in the organisation.

E-Business

To run an e-business in cyberspace, business people usually choose an e-business model that suits the character and culture of a region and the company's business processes. If the e-business models commonly studied by business people in cyberspace are generally business-to-business (B2B), Business-to-consumer (B2C), Consumer-to-consumer (C2C), Business-to-employee (B2E), Business-to-government (B2G) and Government-to-government (G2G) (Subekti, 2014). Business-to-business (B2B) occurs electronically between corporate businesses/companies and corporates. Business-to-consumer (B2C), namely business that occurs electronically between corporate businesses and individuals. Consumer-to-consumer (C2C), which occurs electronically between individuals and individuals, can be through the development of an E-Business model (Subekti, 2014), brokers or even directly between customer and customer. Business-to-employee (B2E), namely business that occurs electronically between corporate businesses/companies and their employees or those related to company partners as employees. Business-to-government (B2G), namely business that occurs electronically between corporate businesses and the government.

Government-to-government (G2G), namely business that occurs electronically between businesses belonging to the government of one country and businesses belonging to the government of another country. Indonesia is a developing country with a fairly dense population in the Asian region, so the business model that is most suitable and growing rapidly in Indonesia suits the character and culture of the Indonesian people. The e-business models widely developed in Indonesia are B2C, B2B and C2C, developing quite rapidly here. Apart from that, like B2G, G2G still needs to develop rapidly, marked by sites with this model that are often inaccessible or have problems that may never be maintained. Many companies are developing e-business in Indonesia by launching end-to-end trading sites with B2C, B2B and C2C models. This model promises lively trading where managers can make quite a lot of profit from the transactions.

Organisational Support

In an organisation, many problems are associated with organisational support. Suppose organisational support takes the form of providing human resources, work facilities and infrastructure to meet and stimulate the various work needs of

members. In that case, the contribution of organisational support to organisational members' job satisfaction and work motivation is very large for every member to pursue their career to the best of their ability. In organisations, social interactions can occur within individuals and their organisations. Related to this, the concept of organisational support explains individual interactions with organisations, specifically studying how organisations treat individuals (its members). Organisational support is seen as very important for employee behaviour. Eisenberger and Cameron (1996) perceptions of organisational support refer to employees' perceptions of the extent to which the organisation values their contributions and cares about their welfare. Suppose employees perceive that the organisational support they receive is high. In that case, they will integrate membership as a member of the organisation into their self-identity and then develop a more positive relationship and perception of the organisation.

Eisenberger and Cameron (1996) that organisational support theory assumes that based on the norm of reciprocity, employees will feel obliged to help the organisation achieve its goals because it cares about their welfare. Allen et al. (2003) also define organisational support as an employee's global belief in the organisation regarding how much the organisation values its contribution and cares about its welfare.

Work Ethics

Reviews of the literature have addressed work ethics in a variety of settings. Globalisation has significantly impacted work ethics, with some nations exhibiting patterns of convergence, according to one review that looked at the subject (Japhet, 2021). A different review looked at the moral issues raised by work, the conflicting perspectives on the worth of labour, and recurrent moral themes, including dominance, freedom, and distributive justice (Breen, 2022). A scoping assessment examining how ethics concepts, theories, and principles were used in return-to-work interventions found that ethics was used less in this setting (Li & Wolbring, 2019). A study of corporate ethics examined the circumstances, influences, and aspects of making moral decisions. It also highlighted current trends and potential areas for further research (Lehnert et al., 2015).

Bruce stated that ethics are the principles of correct and good behaviour by the provisions/standards of behaviour in a profession (Yidong & Xinxin, 2013). Ethics is a systematic effort using ratios to interpret individual and social-moral experiences to establish rules to control human behaviour and weighty values that can be targeted in life (Simorangkir et al., 2018). Work ethics is an orientation that shapes and influences the involvement and participation of its followers in the work environment. Work ethics are built through four basic concepts: effort, competition, transparency and moral responsibility. Effort is considered a basic ingredient in serving oneself and others. Every individual must compete fairly and honestly and work with good intentions.

Trade and transactions must occur in an environment of openness and trust; therefore, transparency determines moral responsibility. Ali explained that moral behaviour is essential for maintaining economic prosperity and the business community (Aeni & Dwiyantri, 2021). Meanwhile, Akbarnejad explained that the dimensions of work ethics consist of Work Intention, Trusteeship, Work type, Justice and Fairness, Cooperation Collaboration and Work as the only source of ownership (Ma'rifah & Adi, 2015; Umam & Auliya, 2018).

Green Human Resources Management

Heranath & Anthoypillai stated that Green Human Resources Management or GRHM refers to all activities such as development, implementation and environmental maintenance in a system which aims to make employees in the organization sensitive to green environmental sustainability (Isrososiawan et al., 2021). The green aspect of HRM changes normal employees to care about the green environment, ultimately making the organization's contribution significant to environmental sustainability. This concept includes policies, practices and systems that make employees in organizations sensitive to the interests of individuals, society and the natural environment, as well as business. GHRM aims to create, improve and maintain an organizational environment so that each employee contributes to their role, namely environmental conservation, not polluting the environment, and creating a sustainable environment. The GHRM concept includes all practices that aim to reduce environmental carbon impacts (Opatha & Arulrajah, 2014; Shaban, 2019). GHRM practices include job design and analysis, HR Planning, recruitment and selection, training and development, performance appraisal, rewards, employee relations, etc.



Figure 1. Dimensions of Green Human Resources Management

Source: Opatha and Arulrajah (2014)

The GHRM concept is related to all company activities and practices in improving, developing, implementing and improving systems to develop employees to be more sensitive and aware of environmental sustainability (Mehta & Chugan, 2015). Meanwhile, according to Deshwali (2015), GHRM focuses on transforming employees into being environmentally friendly, behaving and working in a way that

contributes to suitability from an environmental perspective. According to Deshwal, GHRM is a policy that supports the direction of efficient use of resources for sustainability goals. Business, emissions, and waste are related to supply chains and improving energy efficiency (Muafi, 2015).

According by Mehta & Chugan (2015), GHRM is defined as environmentally friendly HRM policies and practices focused on making organizations sensitive to environmental sustainability. Das and Singh, (2016) explained that GHRM activities are limited to work practices, processes, and developments such as saving energy, involving employees in creating different activities to solve environmental problems, and reducing waste. Dumont et al. (2017) define GHRM is a company's efforts to influence employees' green (environmentally friendly) behaviour in the workplace. The HR function will be a driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals that reflect an environmental focus, and this includes implementing an environmentally friendly HR function that results in greater efficiency, lower costs, and improved employee engagement and retention. Better. Ren et al. (2018) define GRHM as all management practices in companies with an environmental perspective, starting from the employee recruitment process, training, compensation and reward systems, employee involvement and management performance assessment. Tang et al. further stated that there are several dimensions in supporting Green HRM, including Green HRM-Recruitment and Job Design, Green HRM-Selection Methods, Green HRM-HR Operations and Onboarding Process, Green HRM-Work Management and Assessment, Green HRM-Learning and Development, Green HRM-Compensation and Rewards Management and Green HRM-Employee Relations and How to Act Green.

Framework

The rapid development of technology in the era of Industrial Revolution 4.0 has encouraged the integration of technology and the internet, which is very sophisticated and massive. The characteristics of the Industrial Revolution era include digitalization, optimization and customization of production, automation and adaptation, interaction between humans and machines, value-added services and business, automatic data exchange and communication, and information technology. This extraordinary progress in the technology field has, of course, led to increased use of natural resources and energy sources, increased waste produced and sometimes a lack of concern for the natural environment. Every organization, regardless of the type of business, including universities, greatly improves the environment. Every policy made must be oriented towards the natural environment. Whether we realize it or not, universities as development actors greatly contribute to the decline in environmental quality and quantity. This lack of indifference is one of the causes of the environment being damaged. An example of current environmental damage is the increase in global warming. This occurs because of the increase in the

earth's surface temperature caused by products containing CFCs and the effects of glass in classrooms or other university rooms.

One effort to reduce the impact of university activities on environmental damage such as global warming and other damage is to implement Green Human Resources Management (GHRM) practices. Dumont et al. (2017) stated that Green Human Resource Management (GHRM) is a company's effort to influence green (environmentally friendly) behaviour by employees in the workplace. The HR function will be a driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals that reflect an environmental focus, and this includes implementing an environmentally friendly HR function that results in greater efficiency, lower costs and improved employee engagement and retention. Better.

Thus, it can be said that GHRM practices are an effort by organizations to encourage their employees not to carry out activities that allow waste that is not pro-environmentally friendly concepts, such as making excess food and drinks during meetings, making reciprocal photocopies, not turning off computers after several minutes of inactivity, using lamps with high energy for table lamps, opening the curtains/curtains in the room when the weather is sunny, and smoking in random places are examples of environmentally irresponsible practices. Human resources owned by universities have an important role in achieving the goals of each university. One of these factors is work ethic. Work ethics is an orientation that shapes and influences the involvement and participation of its followers in the work environment. The moral responsibility includes responsibility for efforts to protect and preserve the environment. Thus, the higher the employee's work ethic, the higher his motivation will be to implement GHRM practices set by his organisation.

Work commitment is one factor that influences a person or employee to adhere to work ethics. Employees with similar personal values and goals with the organisation's values and goals regarding efforts to protect and preserve the environment will have emotional feelings and beliefs, a sense of being part of the organisation, and a sense of involvement in the organisation so that it will further maintain the work ethics that have been firmly held and implemented to improve GRHM practices in the organisation.

The work ethics carried out by employees are also largely determined by organisational support. This is because organisational support is a form of organisational concern for employees. Eisenberger and Cameron (1996) suggest that one way to measure organisational support for employees is by providing awards for employee work achievements. In this case, the organisation awarded an employee who consistently and continuously applies work ethics where the employee shows a high sense of concern and awareness of the environment, for example, always keeping the work environment clean, using electricity sparingly, etc. This award will certainly increase motivation to continue to apply the work

ethics that have been implemented so far, which will ultimately encourage the implementation of GRHM practices in the organisation.

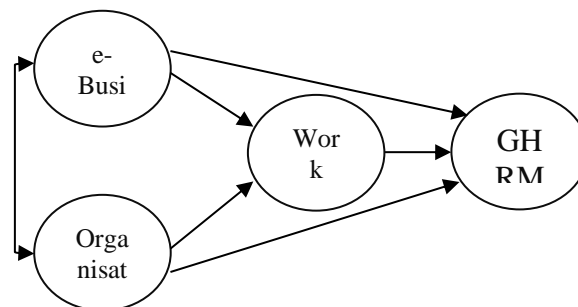


Figure 2. Research Framework

B. Methods

This research uses a quantitative approach with Partial Least Square (PLS) analysis techniques. The use of PLS is because this analysis method is soft modelling. After all, it eliminates the assumptions of Ordinary Least Square regression, such as data must be normally distributed in a multivariate manner and there is no multicollinearity between exogenous variables. Besides that, PLS can also be used for latent variable analysis with the structural equation model method, which consists of many indicators (Muafi, 2015). PLS analysis in this research was carried out in three stages, namely outer model analysis, inner model analysis or structural model analysis and hypothesis testing. The samples in this research were permanent foundation lecturers at private universities in the Cirebon, Indramayu, Majalengka and Kuningan areas. The minimum number of samples taken is by the sample calculation using the Slovin formula from a total population of 967 people so that the minimum number of samples that can be taken is 282 people with the sampling technique carried out using cluster proportional random sampling.

The data source in this research is primary, namely data obtained from the research object directly or first recorded and collected by the researcher. The data collection technique was carried out using a list of statements (questionnaire) given directly by the researcher to the respondents. The questionnaire contains closed statements or answers to each statement item that the researcher has determined, and respondents are not allowed to give other answers regarding the manifest or indicators of each variable in this research, namely work ethics, organizational support, work commitment and green human resources management. This research consists of exogenous and endogenous variables. Exogenous variables are variables that influence endogenous variables. This research consists of work ethics, organizational support, and commitment. Exogenous variables influence endogenous variables. This research is on green human resources management. E-business consists of affective commitment, sustainable commitment and normative commitment.

Organizational support consists of justice, superior support, rewards, and working conditions (Rhoades & Eisenberger, 2002).

C. Results and Discussion

Evaluation of Measurement (Outer) Model The measurement model for validity and reliability testing, model determination coefficient, and path coefficient for the equation model can be seen in Figure 3 below:

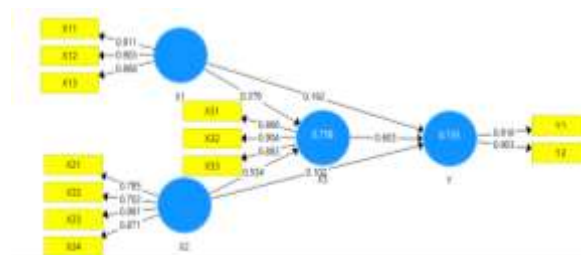


Figure 3. Display of PLS Algorithm Results

Convergent Validity

Convergent Validity is measured by the item reliability (validity indicator), shown by the loading factor value. The loading factor is a number that shows the correlation between a question item's score and the construct indicator's score that measures that construct. A loading factor value greater than 0.7 is said to be valid. Approximately 0.3 is considered to have met the minimum level for the initial examination of the factor loading matrix. Approximately 0.4 is considered better for factor loadings; factor loadings greater than 0.5 are generally considered significant. In this research, the loading factor limit used was 0.7. After processing the data using SmartPLS 3.0, the loading factor results can be shown in Table 1:

Table 1. Loading Factor Values

Variable	Indicator	Outer Loading
E-Business (X ₁)	X11	0.911
	X12	0.903
	X13	0.868
Organisational support (X ₂)	X21	0.785
	X22	0.702
	X23	0.881
	X24	0.871
Work ethics (X ₃)	X31	0.866
	X32	0.904
	X33	0.883
Green Human Resources Management (Y)	Y1	0.916
	Y2	0.903

From the results of data processing with SmartPLS shown in Table 1, the majority of indicators for each variable in this study have a loading factor value greater than 0.70 and are said to be valid. This shows that variable indicators with a loading

factor value greater than 0.70 have a high level of validity, so they meet convergent validity.

Discriminant Validity

Discriminant Validity is carried out by looking at the cross-loading values of construct measurements. The cross-loading value shows the magnitude of the correlation between each construct and its indicators and the indicators of the other block constructs. A measurement model has good discriminant validity if the correlation between the construct and its indicators is higher than the correlation with indicators from other block constructs. After processing the data using SmartPLS 3.0, the cross-loading results can be shown in Table 2:

Table 2. Cross loading values

	X1	X2	X3	Y
X11	0,911	0,756	0,769	0,700
X12	0,903	0,736	0,717	0,703
X13	0,868	0,726	0,705	0,657
X21	0,654	0,785	0,638	0,602
X22	0,496	0,702	0,510	0,455
X23	0,777	0,881	0,777	0,695
X24	0,724	0,871	0,779	0,710
X31	0,660	0,725	0,866	0,682
X32	0,760	0,782	0,904	0,759
X33	0,744	0,733	0,883	0,796
Y1	0,740	0,713	0,789	0,916
Y2	0,654	0,686	0,747	0,903

Based on Table 2, the cross-loading value also shows good discriminate validity because the correlation value of the indicator with the construct is higher than that of the indicator with other constructs. As an illustration, the loading factor X11 (question indicator for business ethics) is 0.911, which is higher than the loading factor with other constructs, namely X2 (0.756), X3 (0.769) and Y (0.700).

The table also shows that organizational support indicators have higher loading factor values than factor loadings with other constructs. The same thing can also be seen in e-business indicators. Thus, the latent construct predicts that the block's indicators are better than those in other blocks. Composite Reliability and Cronbach's Alpha Apart from the construct validity test, a construct reliability test was also carried out, which was measured by composite reliability and Cronbach's alpha from the indicator block that measures the construct. The following are the results of composite reliability and Cronbach's alpha testing from Smart PLS:

Table 3. Composite Reliability and Cronbach's Alpha Values

	Cronbach's Alpha	<u>rho_A</u>	Composite Reliability	Average Variance Extracted (AVE)
X1	0,874	0,876	0,923	0,800
X2	0,828	0,853	0,886	0,661
X3	0,861	0,864	0,915	0,782
Y	0,791	0,794	0,905	0,827

A construct is declared reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.60. From the SmartPLS output results above, all constructs have composite reliability values above 0.70 and Cronbach's alpha above 0.60. So, the construct has good reliability. Furthermore, this research model has better discriminant validity because the square root of the AVE for each construct is greater than the correlation between the two constructs in the model. The AVE value in the research model has a value greater than 0.50.

Hypothesis test

Hypothesis testing is carried out based on Inner Model (structural model) results, including r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, consider the significance values between constructs, t-statistics and p-values. This research hypothesis testing was carried out with the help of SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this research are t-statistics > 1.96 with a p-value of 0.05 (5%) significance level, and the beta coefficient is positive. The hypothesis testing value of this research can be shown in Table 4.10, and the results of this research model can be depicted as shown in Figure 4:

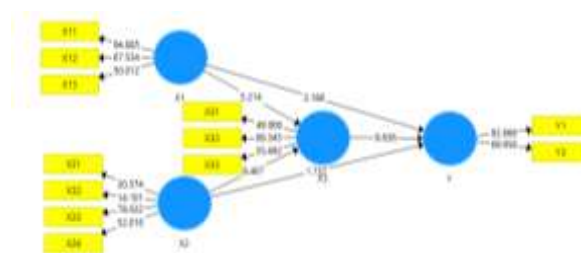


Figure 4. Bootstrapping Results

Table 4. Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 → X3	0,376	0,377	0,072	5,214	0,000
X1 → Y	0,192	0,190	0,060	3,186	0,002
X2 → X3	0,534	0,535	0,063	8,467	0,000
X2 → Y	0,102	0,101	0,059	1,737	0,083
X3 → Y	0,603	0,604	0,063	9,636	0,000

The first hypothesis tests whether e-business positively influences work ethics. The test results show that there is a significant effect. The test results show that the beta

coefficient value for work ethics towards e-business is 0.376, and the t-statistic is 5.214. From these results, it is stated that the t-statistic is significant. The first hypothesis is accepted because it is > 1.96 with a p-value < 0.05 . This proves that e-business has been proven to influence work ethics positively. The second hypothesis tests whether e-business positively influences green human resources management. The test results show that there is a significant effect. The test results show that the beta coefficient value for work ethics towards e-business is 0.192, and the t-statistic is 3.182. From these results, it is stated that the t-statistic is significant. The second hypothesis is accepted because it is > 1.96 with a p-value < 0.05 . This proves that e-business has positively influenced green human resources management. Therefore, the e-business concept, characterized by the development of technology and information, requires a system that manages resources effectively and efficiently while still paying attention to aspects of sustainable environmental sustainability, so it is very closely related to green human resources management.

The third hypothesis tests whether organizational support positively influences work ethics. The test results show that there is a significant effect. The test results show that the beta coefficient value of organizational support for e-business is 0.534, and the t-statistic is 8.467. From these results, it is stated that the t-statistic is significant. The second hypothesis is accepted because it is > 1.96 with a p-value < 0.05 . This proves that organizational support has been proven to influence work ethics positively. The results of this research align with research conducted by Anik and Arifuddin (2003) that work ethics can be formed by organizational commitment and the involvement of all elements of the organization as an achievement for collaborating by having an open attitude from all elements. The results of this research indicate that there is a need for internal support from organizations to cooperate, collaborate and coordinate to achieve the implementation of e-business by predetermined organizational targets.

The fourth hypothesis tests whether organizational support positively influences green human resources management. The test results show that the beta coefficient value of organizational support for green human resources management is 0.102, and the t-statistic is 1.737. These results show that the t-statistic is insignificant because it is < 1.96 and the p-value is > 0.05 , so the fifth hypothesis is accepted. This proves that business ethics has positively influenced green human resources management. This research indicates that although organizational support is not statistically significant for green human resources management, it still has an influence of 0.102, which is classified as a weak influence. Therefore, this is an important note in an organization regarding the importance of coordination, collaboration and cooperation with the principle of mutual support for each other to achieve organizational goals. Therefore, this aspect is the most important research finding because organizational support still needs to be stronger to achieve efforts to realize human resource governance towards green human resources management.

D. Conclusion

E-business influences work ethics because success in implementing e-business must be supported by high behaviour and work ethic to create a trustworthy business. Organizational support influences work ethics because organizational support is highly involved in realizing the work ethic of all elements of human resources in the organization. With organizational support, the work ethic will be created properly. Work ethics influence Green Human Resources Management because work ethics have a high involvement in implementing Green Human Resources Management. The higher all elements of human resources, the higher the Green Human Resources Management. Work ethics influence Green Human Resources Management because work ethics have a high involvement in implementing Green Human Resources Management. The higher the work ethic, the higher the Green Human Resources Management. Organizational support has a low influence on Green Human Resources Management, and this is due to the need for optimal organizational performance in achieving Green Human Resources Management.

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