



Green Practices Boost Organizational Commitment in Farmer Groups

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Abstract. This study investigates how “Green Recruitment & Selection” and “Green Training” affect the organizational commitment of farmer groups, which are expected to drive economic activities for rural communities. The research employs multiple regression analysis and uses simple random sampling to collect data via focus group discussions and questionnaires distributed to 110 respondents. The results indicate that good green practices have a positive impact on organizational commitment, and members with green awareness are more likely to participate in the group’s activities. The findings also suggest that a recruitment process that prioritizes green mindset contributes to building a shared sense of responsibility among group members. These results imply that farmer groups can benefit from implementing green practices to enhance their organizational commitment, which can lead to greater success in driving economic activities and promoting the welfare of rural communities.

Keywords: Green recruitment and selection · Green training · Farmer groups · Organizational commitment · Rural economic activities

1 Introduction

Reality shows that the majority of the population in Indonesia lives in rural areas and most of them make a living as farmers. One way to improve the level of life of rural communities is by forming farmer groups in rural areas. These farmer groups are expected to become a forum for rural economic activities owned and regulated by the villagers themselves towards the welfare of the villagers. The participation of members of the farmer group is an important indicator to determine whether the farmer group is successful or not. Green Human Resource Management (GHRM) reflects aspects of human resource management in environmental management and its focus is on the role of human resources in pollution prevention through the operational process of a business [1].

Green Human Resource Management (GHRM) practices include hiring and maintaining environmentally friendly employees, providing environmental training, and influencing employees with environmentally friendly contributions in employee performance appraisal [2]. Previous GHRM research supports the need for leaders not to ignore some of the role of GHRM pools in driving organizations towards more environmentally friendly outcomes [3]. The application of GHRM in a company also has other positive impacts such as improving the morale, attitudes, and behavior of employees to save the environment [4].

The longevity of the business depends on the firm taking organizational dedication into account. According to [5], an individual's commitment to their organization includes a belief in the organization's values and objectives, a willingness to put in extra effort on the company's behalf, and an implicit trust in the company's leadership. According to [6], companies benefit economically from having staff with a high level of organizational dedication because they are more likely to retain and motivate those workers. Workers may feel more at home in their jobs and more driven to help the company succeed if they perceive a strong dedication from management. [7].

2 Literature Review

GHRM is a procedure that implements environmentally friendly concepts and implements HR policies that lead to more employee engagement, cost-effective leadership, which can encourage organizational sustainability [8]. Green Recruitment & Selection is a system where the focus is given to the importance of the environment and makes it a major element in the organization [9]. Green Awareness is a basic aspect of Green Recruitment & Selection, green awareness involves the personality of candidates or job applicants that allow achieving organizational environmental goals such as circularness regarding "green" and candidate friendliness. Employees or candidates who have an understanding of the environment can increase environmental knowledge in operational processes and can improve the company's environmental performance [10]. Candidates for members of the organization tend to take information about the performance and description of the organization's environment as criteria for assessing how the organization treats its members. Job seekers can also be attracted to organizations with positive green signals [11]. [1] organizations need green criteria that will be used to select and evaluate candidates for their members who will work for the company.

Green training and development helps employees save energy, reduce waste, raise environmental knowledge, and solve environmental issues [12]. Green Training educates employees about working sustainability. Eco-friendly training programs can help members comprehend the value of environmental protection, making them more sensitive to controlling and preventing environmental damage [13]. Preventing environmental harm by collecting waste data and identifying pollution sources. Green Training manages knowledge for environmental tasks [10]. China's environmental knowledge and value fuel employees' environmental actions, according to prior studies. Green knowledge management allows employees to obtain extensive environmental protection training and handle complex environmental management issues [14]. Thus, Green Training can foster an organization-wide environmental culture [15].

[7] define organizational commitment as the relative strength of the identification of an individual with involvement in a particular organization. Organizational commitment can be created through building a sense of organizational belonging, that is, the sense of being part of the organization will increase if there is a sense of belonging among the organization's anggota [16]. A love of work can be created from the presence of good leadership qualities, a sense of responsibility and giving members the opportunity to use their abilities and skills well. [17] stated that Organizational Commitment is a psychological state that characterizes the relationship between employees and the organization or its implications that affect whether employees will survive or not in an organization. Therefore, Green Recruitment & Selection and Green Training are related in farmer groups where organizations pay great attention to green management, organizational commitments can be formed through these green management practices so that members will love their work more. Based on these facts, the formulation of the hypothesis in this study is:

H1: Green Recruitment & Selection and Green Training have a positive and significant effect simultaneously on organizational commitment.

H2: Green Recruitment & Selection and Green Training have a positive and significant effect partially on organizational commitment.

3 Methodology

This study involved 510 farmers who were members of farmer groups in Sleman Regency, Yogyakarta. The sample technique used was simple random sampling, data collected by 110 respondents. Data collection using questionnaires distributed through forum group discussion activities was represented by several group members from each farmer group in the Sleman area of Yogyakarta. The independent variables in this study are Green Recruitment & Selection and Green Training, while the dependent variables are organizational commitment. Green Recruitment & Selection is a system where the focus is given to the importance of the environment and makes it a major element in the organization [9]. In measuring the recruitment and selection variables, [18] stated 3 indicators, namely Green Awareness, Green Branding Provision for Candidates and Green Criteria for Attracting Candidates. Green Training refers to a system of activities that can motivate employees to learn environmental protection skills and pay attention to environmental issues [11]. Stated that in measuring the variables Green Training can use indicators, namely increasing environmental awareness, green knowledge and building a green initiative climate [18].

Technical data analysis uses multiple regression through the SPSS 25.0 for windows analysis tool. The multicollinearity test is carried out to prove or test the presence or absence of linear relationships between free variables or whether between free variables multicollinearity occurs. The way to find out whether there is multicollinearity or not is to look at the tolerance value and variance inflation factor (VIF). The heteroskedasticity test aims to test whether in the regression model there is an inequality of variations from the residuality of one observation to another. If the variation from the residual of one observation to another is fixed, then it is called Homoskedasticity and if it is different it

Table 1. Tolerance test results and Variance Inflation Factor (VIF)

Variable	Tolerance	Variance Inflation Faktor (VIF)	Information
<i>Green Recruitment & Selection (GRS)</i>	0,719	1,392	Non multicollinearity Non multicollinearity
<i>Green Training (GT)</i>	0719	1,392	

Source: Primary Data Processed, 2022

Table 2. Heteroskedasticity test results

Variable	Rs	Sig.	Information
<i>Green Recruitment & Selection (GRS)</i>	-0,036	0,696	Non Heterokedastisitas
<i>Green Training (GT)</i>	-0,073	0,448	Non Heterokedastisitas

Source: Primary Data Processed, 2022

is called Heterodasticity. A good regression equation is if heterodasticity does not occur. To calculate the effect of the variables Green Recruitment & Selection (GRS) and Green Training (GT) on Organizational Commitment (KO). The regression equation used is $Y = a + b_1X_1 + b_2X_2 + e$.

4 Results

4.1 Test Analysis Prerequisites

a. Multicholnearity Test

The following is an analysis of the multicollinearity test using the tolerance method and the Variance Inflation Factor (VIF).

Based on Table 1, it can be seen that the Green Recruitment & Selection (GRS) variable in the tolerance analysis of 0.719 and the variance inflation factor (VIF) of 1.392 which is smaller than 10 means that there are no symptoms of multicollinearity. The Green Training (GT) variable in the tolerance analysis of 0.719 and the variance inflation factor (VIF) of 1.392 which is smaller than 10 means that there are no symptoms of multicollinearity.

b. Heteroskedasticity Test

Based on Table 2, it can be seen that the Green Recruitment & Selection (GRS) variable in the heteroskedasticity analysis showed a rs value of -0.036 with a significance level of 0.696 which was greater than (0.05) meaning that the Green Recruitment & Selection (GRS) variable did not occur symptoms of heteroskedasticity. The Green Training (GT) variable in the heteroskedasticity analysis showed a rs value of -0.073

Table 3. Multiple Linear Regression Analysis Results

Variable	Regression Coefficient
Constant	1.221
<i>Green Recruitment & Selection (GRS)</i>	0.201
<i>Green Training (GT)</i>	0.579
R	= 0,823
R ²	= 0,678
Adj R ²	= 0,672
F count	= 112,569
Sig. F	= 0,000

Source: Primary Data Processed, 2022

with a significance level of 0.448 which is greater than (0.05) meaning that the Green Training (GT) variable did not occur symptoms of heteroskedasticity.

4.2 Multiple Linear Regression Analysis

Based on processing data using the SPSS for windows program obtained results that we can see in Table 8. The results of the Multiple Linear Regression Analysis are as follows (Table 3).

Based on Table 3, the regression equation of the estimation results can be obtained as follows:

$$\hat{Y} = 1,221 + 0,172GRS + 0,579GT$$

Based on the equation, it can be described as follows:

- The regression coefficient of the Green Recruitment & Selection (GRS) variable = 0.201
The Green Recruitment & Selection (GRS) variable tends to have a positive influence or is in the same direction as organizational commitment (KO). The better the Green Recruitment & Selection (GRS) it will have an impact on the higher the Organizational Commitment (KO), and vice versa, the worse the Green Recruitment & Selection (GRS) will be, the lower the Organizational Commitment (KO).
- The regression coefficient of the Green Training variable (GT) = 0.579
The Green Training (GT) variable tends to have a positive influence or in the same direction as organizational commitment (KO). The better the Green Training (GT), the lower the Organizational Commitment (KO), and vice versa, the worse the Green Training (GT), the lower the Organizational Commitment (KO).

4.3 Hypothesis Test

a. Hypothesis Test 1

Hypothesis 1 was tested using the F test, which is to determine the degree of significance of the influence together with the variables Green Recruitment & Selection (GRS) and Green Training (GT) on Organizational Commitment (KO). Testing

Table 4. Partial Analysis Results

Variable	t count	Sig	Information
<i>Green Recruitment & Selection (GRS)</i>	3,184	0,000	Significant Significant
<i>Green Training (GT)</i>	10,740	0,000	

Source: Primary Data Processed, 2022

through the F test is to compare the probability of error F count with its tolerable significance (=5%). Based on Table 8, it can be seen that the calculation results obtained F count of 112.569 with a significance level of 0.000 which is smaller than ($0.000 < 0.05$) or H_0 is not supported and H_a is supported. This means that Green Recruitment & Selection (GRS) and Green Training (GT) simultaneously have a significant effect on Organizational Commitment (KO). Thus the first hypothesis that states Green Recruitment & Selection (GRS) and Green Training (GT) simultaneously have a significant effect on Organizational Commitment (KO) is **supported**.

While the coefficient of determination (Adjusted R2) is 0.672 meaning that the influence of the Green Recruitment & Selection (GRS) and Green Training (GT) variables on Organizational Commitment (KO) is 67.2% while the remaining 32.8% is influenced by other variables outside this study.

b. Hypothesis Test 2

Hypothesis 2 was tested using the t test, which is to determine the degree of significance of the partial influence of the variables Green Recruitment & Selection (GRS) and Green Training (GT) on Organizational Commitment (KO). Testing through the t test is to compare the significance level of t count with ($=0.05$) (Table 4).

Based on Table 9, it can be seen that the calculation results obtained for:

- a. The Green Recruitment & Selection (GRS) variable has a calculation of 3.184 with a significance level of 0.000 which is smaller than ($0.000 < 0.050$). This means that Green Recruitment & Selection (GRS) has a partial significant effect on Organizational Commitment (KO).
- b. The Green Training (GT) variable has a calculated t of 10.740 with a significance level of 0.000 which is smaller than ($0.000 < 0.050$). This means that Green Training (GT) has a partial significant effect on Organizational Commitment (KO).

From the two t-tests, it shows that the variables Green Recruitment & Selection (GRS) and Green Training (GT) partially have a significant influence on Organizational Commitment (KO). Thus the second hypothesis that states Green Recruitment & Selection (GRS) and Green Training (GT) have a partial significant effect on Organizational Commitment (KO) is supported.

4.4 Discussion

The results showed that of the 3 indicators of the Green Recruitment & Selection variable, the indicator of awareness of the green environment has the highest value, it shows that

members of the farmer group do have a high perception of the importance of protecting the environment in carrying out their work activities. But on average, Green Recruitment & Selection shows a moderate value so that out of the 3 indicators used, it shows that members of the farmer group as a whole have a moderate green mindset, meaning that in the process of recruiting or joining a farmer group, members have not really understood as a whole about the focus on the importance of the environment and make it a major element in organizing. Therefore, the implementation of Green Recruitment & Selection really needs to be managed properly because it can know the level of knowledge, values, and environmental beliefs of prospective members of the organization [11]. Another finding is to show that farmers do have a high perception of the importance of protecting the environment in carrying out their work activities. The process of recruitment and selection of farmer groups affects organizational commitment because at the beginning of members joining the organization, the members already have awareness of environmental sustainability. The higher the Green Recruitment & Selection (GRS) practice implemented, the higher the organizational commitment.

The results showed that of the 3 indicators of the Green Training variable, the indicators of increasing environmental awareness had the highest value. This shows that members of the organization consider that the organization has a training program in environmental management to increase environmental awareness, skills, and expertise of members that are better than other programs. Overall, the 3 indicators used show high value results so that it can be concluded that the farmer group has a program of developing the skills, knowledge, and attitudes of members, preventing the deterioration of knowledge, skills, and attitudes related to good environmental management. The findings of this study show that farmers consider organizations to have training programs in environmental management to increase environmental awareness, skills, and expertise of members as well as other programs. Although training programs are not always organized by organizations, the organization always supports green training programs held by various parties, therefore members of the organization will continue to feel ownership of the organization so that with this practice, the implementation of Green Training (GT) increases organizational commitment.

5 Conclusion

Green awareness involves the personality of the candidate members of the organization that allows the achievement of the environmental goals of the organization. Group members will feel more of a shared responsibility on behalf of the organization if the recruitment process to join the organization already has a good green mindset. Integrated training not only includes a comprehensive program but also creates an environmentally sound work climate and this will directly make member participation higher. Therefore, this research strongly proves that the implementation of good Green Recruitment & Selection and Green Training will affect organizational commitment positively and significantly. The better the management of Green Recruitment & Selection and Green Training in farmer group organizations, the better the organizational commitment of farmer groups will be. Based on the results, hypothesis 1 and hypothesis 2 are supported. Green Recruitment & Selection and Green Training have a significant positive effect on organizational commitment both partially and simultaneously.

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