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## Article

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## A Nexus between Green HRM (GHRM), Supply Chain Performance (SCP) and Business Performance (BP): The Mediating Role of Supply Chain Organizational Learning (SCOL)

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### Abstract:

**Purpose:** This study tests and analyzes the relationship pattern (nexus) of Green HRM, SCP, and BP. In addition, this study also tests the mediation role of SCP in analyzing the relationship between GHRM and BP and the mediation role of SCP in analyzing the relationship between SCOL and BP.

**Design/methodology:** This study uses survey method. The survey is distributed to owners/managers of courier service SMEs in two provinces (Special Region of Yogyakarta and East Java) in Indonesia. The sampling technique is conducted purposively with 165 respondents. The data analysis technique uses AMOS 23.

**Findings:** SCOL has a positive effect on SCP and BP and mediates the effect of SCP on BP. The most interesting about the findings is GHRM has no effect on SCP and BP and SCP does not mediate GHRM on BP.

**Research limitations/implications:** Researcher use purposive sampling which has limitation of not being able to generalize the population in two provinces, namely Special Region of Yogyakarta and East Java. This is also not ideal approach to evaluate the impact of GHRM on SCP and BP and the impact of SCOL on SCP and BP. Courier service SMEs in this study have not implemented GHRM in ideal manner so they are unable to conclude the results in a comprehensive and transparent manner.

**Managerial Implication:** Companies need to consider aspects related to the courier service industry, namely digitalization of information and green innovation so their contribution can be seen in improving whole business performance. In addition, it is necessary to divide SMEs that have practiced GHRM and those that are not so they can make strategies and policies related to GHRM, SCP, BP and SCOL. It is also necessary to examine other aspects in improving the business sustainability of courier services, namely the complexity and service strategy orientation. SMEs who have more SCOL strategy will better implement GHRM practices associated with SCP and BP. This is important since competition in the courier service industry is getting tougher especially when faced with foreign competitors who already have global service standards.

**Theory Implication:** This study contributes the theory enrichment of SCOL aspect in mediating the relationship pattern between SCP and BP. This study also provides theoretical contributions namely GHRM has no effect on SCP and BP and SCP does not mediate GHRM on BP.

**Originality/value:** Study which examines the role of SCOL, especially when it is related to GHRM, SCP and BP is still limited in Asia. SME owners in the courier service industry rarely have good data integration in the system. The implementation of SC is starting from upstream to downstream processes so that SMEs need a well-planned and integrated SCOL in each work unit which ultimately have an impact on SCP and BP.

**Keywords:** Green HRM (GHRM), Supply Chain Organizational Learning (Scol), Supply Chain Performance (Scp) and Business Performance (BP)

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## 1. Introduction

Covid 19 pandemic era has caused companies increasingly concerned about risks and disruptions in their supply chain. At the start of COVID-19 outbreak, the focus of supply chain management was to meet customer needs quickly and responsively. However, in the “*new normal*” era, supply chain management experienced various obstacles in both manufacturing and service industries. The supply chain model for large, medium, and small companies inevitably has to undergo a complete transformation, considering that many companies panic because they are unable to cope with drastic changes in the market. In the current era, supply chain management is very complicated and experiences significant obstacles that require mitigation (Petersen & Lemke, 2015). In a market that has competitive demands, supply chain flexibility has been recognized as a necessity in the context of operational requirements and service which always change (Willis, Genchev & Chen, 2016). Whitten, Green and Zelbst (2012) describe that good supply chain management is supply chain management (MSC) which is characterized by “*triple A supply chain*”, namely agile, adaptable, and aligned.

Study on the business performance achievement related to supply chain organizational learning (SCOL) is still limited in SMEs context (Willis et al., 2016; Muafi & Uyun, 2018), especially in courier service SMEs. Even this sector has experienced very significant growth and requires the human resources contribution to develop logistics and supply chain capabilities (Ding, Kam & Tsahuridu, 2010). In Indonesia, the network of courier and logistics service players is increasing and spreading throughout Indonesia. Courier service opportunities have grown rapidly. Association of Indonesian Express, Post and Logistics Service Companies (Asperindo) has target that the average growth level in the courier and logistics services industry must be 14 to 15%. It seems that this industry has increasing performance from year to year. Not only old players are lucky, but new companies also feel the opportunity. Indonesia is the largest market in Southeast Asia due to Indonesia's large population so that it has a greater need for sending and receiving goods (Sindonews, 2020). This study focuses on the importance of examine SCOL that courier service SMEs must have in relation to GHRM and SC Performance and BP. This study fill the research gap because;

1. There is no study that integrates SCOL with GHRM, SCP, and BP. The implementation of the SC model in SMEs is still limited in Asia (Creelman, 2010; Li, Ragu-Nathan, Ragu-Nathan & Subba-Rao, 2006), especially in the application of SCOL (Hult, Nichols & Ketchen, 2003; Ojha, Acharya & Cooper, 2018; Ojha, Struckell, Acharya & Patel, 2018) so that it increase the knowledge contribution of SCOL, GHRM, SCP, and BP which are limited and still relevant.
2. The study on the GHRM implementation is still limited and needed for sustainable performance development (Al Romeedy, 2019; Yong, Yusliza, Ramayah & Fawehinm, 2019), especially in the courier service industry which faced with intense competition.
3. SMEs who have a good supply chain (MSC) management system are rare, especially aspects related to SCM practices from upstream to downstream (Creelman, 2010; Muafi et al., 2020). This requires SMEs to become learning organizations that are agile, adaptable, and aligned.

4. Global environmental demands require companies to increase SCOL effectively and efficiently (Creelman, 2010; Hult et al., 2003) because all companies have moved very fast and responsive in serving their customers, especially when supported by information technology that is growing rapidly.
5. Managers need to be able to plan and control risk management as a consequence of SC uncertainty and mitigation so that they can accurately identify risks, conduct assessments, and analyze the impact of risk events on performance measures of SC and BP as a whole (Gebremikael, 2018; Simba, Niemann, Kotze, & Agigi, 2017; Petersen & Lemke, 2015; Paul, 2014).

## 2. Literature Review

### 2.1. Green HRM (GHRM), Supply Chain Performance (SCP), and Business Performance (BP)

The current greening era requires human resource activities to be integrated with the environment (Yong et al., 2019). The HRM department has the additional responsibility of combining the environmentally based HRM philosophy with the company strategy and HRM policies. In the human resources field, the GHRM theme has emerged as a new research topic (Zaid et al. 2018; Bon et al. 2018; Nejati et al. 2017; Jabbour & Jabbour, 2016; Cedenno et al. 2015; Khan et al. 2013 ; Menon, 2012).

GHRM involves several aspects of traditional HRM (recruitment, selection, performance evaluation, training, and rewards) associated with greening. Therefore, GHRM must be aligned with environmental objectives, strategic dimensions for HRM and organizational culture, teamwork, and employee empowerment (Jabbour & Jabbour, 2016). Nejati et al. (2017) add that GHRM has several aspects including green recruitment and selection, green development and training, green employee empowerment, green pay / reward and green performance management and appraisal. The HRM aspect of environmental management is able to create and sustain pro-environmental organizations by recruiting employees who are willing to implement environmental management activities. Currently, human resource practitioners believe that environmental reputation is important (Sakka, 2018).

GHRM is a process of creating an environmentally based workforce that understand and appreciate environment-based cultures in organizations (Sheikh et al, 2019). All of which require development, implementation, and improvement of a system with the aim that employees are oriented towards green environment-friendly (Mehta & Chugan, 2015). When employees have an environment-based culture, it is hoped that employees will start to be friendly and familiar with the environment throughout the HRM process, from recruitment and selection to industrial relations practices. The limited study on GHRM makes it is needed to develop, especially those related to sustainable performance. GHRM is proven to have a significant effect on sustainable performance (Al Romeedy, 2019; Mousa & Othman, 2019; Yong et al., 2019; Arulrajah, Opatha & Nawaratne, 2015). Company managers have a significant role in increasing superior business performance (Alkerdawy, 2018). The application of environmentally based HRM results in increased productivity, cost efficiency, and employee retention (Sheikh et al, 2019; Mehta & Chugan, 2015; Al Romeedy, 2019). Some literature proves that GHRM have a significant effect on business performance (Mwita, 2019; Al Romeedy, 2019; Sheikh et al., 2019; Fernando et al., 2019; Mousa & Othman, 2019; Alkerdawy, 2018; Yusoff, Nejati, Kee & Amran, 2018; Teimouri, Shokouhi, LaFavor, Khoury & Jenab, 2014; Antonioli, Mancinelli & Mazzanti, 2013). Teimouri et al.(2014) state that there is a significant relationship between HRM management and business strategy. This relationship shows an increase in HRM which is associated with environmental innovation so that it can improve company performance (Antonioli et al., 2013). Fernando, Jabbourc and Wahd (2019) add that the role of HRM has an effect on environmental innovation and ultimately has an impact on sustainable business performance.

*H<sub>1</sub>. Green Human Resource Management (GHRM) has a significant effect on business performance (BP).*

GHRM involves environmental friendly HRM policies and practices. On the one hand, it helps organizations achieve their monetary goals through environmental imaging. On the other hand, it protects the environment from negative impacts that may be caused by organizational policies and actions (Mwita, 2020). GHRM has an important role in developing the company. To create GHRM, companies need to develop several aspects, namely electronic-based HRM management, environmental-based employee empowerment, and the role of HRM

business partners (Yusliza, Othman & Jabbour, 2017). The practice of GHRM can be used as an organizational resolution that uses the intersection point of each employee to inspire environmental performance activities and increase employee awareness of environmental issues and sustainable activities (Yusoff et al, 2018; Das & Singh, 2016).

Several studies confirm that GHRM is able to affect SCP (Sakka, 2018; Jabbour & Jabbour, 2016; Nejati et al. 2017; Zaid et al., 2018; Bon et al., 2018; Longoni et al. 2016; Cedeno et al. 2015; Khan et al. 2013; Menon, 2012; Hall et al., 2012). There are several aspects of HRM that are proven to have a significant effect on supply chain performance (Albahussain, et al., 2016; Menon, 2012) and BP (Zaid et al. 2018; Albahussain, et al., 2016). The results also confirm that SCP plays a role in mediating the relationship between HR practices and organizational performance. Therefore, in the future, it is very important for organizations to make efforts to implement exclusive human resource management practices such as Green HRM. Zaid et al. (2018) reinforce the findings that internal green SCM positively mediates the relationship between green HRM practices and sustainable performance.

*H<sub>2</sub>. Green Human Resource Management (GHRM) has a significant effect on supply chain performance*

*H<sub>3</sub>. Supply Chain Performance has a significant effect on Business performance*

*H<sub>4</sub>. Supply Chain Performance mediates the effect of GHRM and Business performance*

## **2.2. Supply Chain Organizational Learning (SCOL), Supply Chain Performance (SCP) and Business Performance (BP)**

Recently, literature which is related to organizational learning has developed rapidly (Ali, Peters, Khan, Ali & Saif, 2020; Andreou et al. 2016; Bendig et al. 2018; Khunsoonthornkit & Panjakajornsak, 2018; Ojha, Acharya et al., 2018; Ojha, Struckell et al., 2018; Chung, Yang & Huang, 2015; Kalmuk & Acar, 2015; Hu, 2014; Jiménez-Jiménez & Sanz-Valle, 2011; Lopez, Peon & Ordas, 2005), especially for SMEs (Muafi & Uyun, 2018). Tennant & Fernie, 2013; Hult et al., 2003; Hult, Nichols, Giunipero & Hurley, 2000) reveal that supply chain organizations should use the best learning strategies routinely. It is conducted as a form of organizational reaction and intervention to situations and conditions found in the field. The reason is that the practice of SCOL in the world has not yet developed and encountered significant obstacles both theoretically and empirically, especially in Indonesia (Muafi & Uyun, 2019). When a company is able to implement SCOL practices effectively and efficiently, it could improve organizational performance and competitive advantage (Muafi & Uyun, 2019).

Pérez-Salazar, Aguilar-Lasserre, Cedillo-Campos and Hernández-González (2017) conducted knowledge management study in SC with a systematic review approach based on qualitative content analysis. The results find that knowledge management in SC have many functions, including; (1) supply chain integration, (2) improvement of intra and inter-relationships throughout supply chain, (3) alignment of supply chain strategies and (4) strengthening knowledge transfer in product development. This proves SCM requires human resources role who have ability to manage SC properly and demanded to conduct the SCOL process sustainable and continuously (Muafi, Siswanti, Diharto & Salsabil, 2020). Muafi et al. (2020) state that SC human capital has a very significant role in product and process innovation. In the contingency approach, when an organization implements an innovation strategy, the company should implement an innovative SCOL. On the other hand, when implementing an imitation strategy, the company should implement an imitation SCOL so that organizational performance increases.

Supply chain is value chain that extends from supplier to end customer and definitely requires SCOL (Muafi & Uyun, 2019). Azaadegan, Srinivasan, Blome and Tajeddini (2019) also provide solution related to supply chains where companies must improve organizational learning. Supply chain managers must work appropriately to integrate and coordinate their respective production, marketing, and financial functions with those of supply chain partners (Whitten et al, 2012). Roy, Silvestre and Singh (2020) view organizational learning as a temporal result that arises from the involvement of companies with production practices starting from upstream and downstream in the supply chain in a sustainable manner. This can be done by strengthening indirect pathways to



organizational learning with suggesting companies to learn about supply chains in a sustainable manner by engaging in quality and environmental management systems.

Chung et al. (2015) analyze organizational learning in 2 aspects, namely explorative and exploitative learning. Both of these learning models can be used to improve SC performance and business performance. Organizational learning is a process by which companies develop new knowledge and insights from the general experiences of people in the organization and have potency to influence behavior and improve company capabilities (Jiménez-Jiménez & Sanz-Valle, 2011). Organizational learning is the basis for gaining a sustainable competitive advantage and a key aspect for improving organizational performance (Jiménez-Jiménez & Sanz-Valle, 2011). In addition, organizational learning provides an increase in company performance at the partnership level in diversification terms (Andreou, Louca & Petrou, 2016). Ali et al. (2020) analyze organizational learning in hotels and find a significant relationship between OL on hotel performance. Likewise Willis et al. (2016) explain that supply chain integration (both internal and external) mediates the relationship between flexibility and SCOL performance. There is a positive relationship between cross-functional integration and integration between companies. This result is supported by Hult et al. (2000) which state that organizational learning has a positive effect on customer orientation and relationship commitment in the global supply chain. SCP is proven to be supported by SCOL (Roy et al. 2020; Azadegan et al. 2019; Sriyakul et al. 2019; Ojha, Acharya et al., 2018; Ojha, Struckell et al., 2018; Jian & Li, 2016; Opengart, 2015; Whitten et al. 2012;) and also affect and correlate with business performance (Skipworth, Godsell, Wong, Saghiri & Julien, 2015; Vivek & Ravindran, 2009).

*H<sub>5</sub>. SCOL has a significant positive effect on SCP.*

*H<sub>6</sub>. SCOL has a significant positive effect on BP.*

*H<sub>7</sub>. SCP mediates the relationship between SCOL and BP.*

### 3. Research Method

Study was conducted by surveying the entire population of courier service SMEs in the Special Region of Yogyakarta and East Java. The growth of the courier service industry in Special Region of Yogyakarta and East Java increasing continuously along with the existence of several related government regulations, for example the PSBB (large-scale social restrictions) in the Covid-19 pandemic era. It makes this service increasingly needed by the people of Special Region of Yogyakarta and East Java. The World Bank Logistics Performance Index data shows that Indonesia's logistics has increased very rapidly in the last three years. Currently, Indonesia is ranked 46th compared to 2016 which was ranked 63rd (Sindonews, 2020). Likewise, the potency for courier service business will increase with the penetration of the internet and wider infrastructure built by the government. Several courier service industries have changed business strategies to seize opportunities in the Covid 19 pandemic era, including in Special Region of Yogyakarta and East Java (Ekonomi Bisnis, 2020). The sampling technique in this study was conducted purposively with the following criterias: courier services SMEs which (1) have employees <10 people up to 300 people; (2) have annual income <USD one hundred thousand to 15 million USD; (3) assets ownership <\$ one hundred thousand to 15 million USD; and (4) have been operating for at least 5 years. The questionnaire was distributed to 200 respondents but those which analyzed were 165 courier service SMEs from Special Region of Yogyakarta and East Java. The scale technique in this study uses a Likert scale with a choice of 7 (very strongly agree) to 1 (strongly disagree) for the GHRM and SCOL variables. Meanwhile, the SCP and BP variables use Likert scale (1 /very low to 7/very high) where the respondent makes comparisons with similar competing companies during the last three years. This refers to Govindarajan (1988); Mohanty and Prakash (2014a; 2014b). The explanation of variables, operational definitions, indicators, measurement scales and reference sources can be seen in Table 1.

The hypothesis testing uses AMOS 23 analysis technique. After conducted testing, it is concluded that all variables and questionnaire items are valid and reliable. All AMOS 23 assumption tests are also fulfilled (Hair, Black, Babin & Anderson., 2010)

No	Variables and references	Operational definition	Indicators/items	Measurement scale	
1.	Green HRM (GHRM) (Yong, et al., 2019; Zaid, Jaaron & Bon, 2018; Bon, Zaid & Jaaron, 2018; Nejati, Rabiei & Jabbour 2017; Jabbour & Jabbour, 2016)	The process of creating and developing an environmentally based workforce which includes environmentally based HR practices.	Consists of 5 indicators / items <ul style="list-style-type: none"> <li>• green recruitment and selection,</li> <li>• green development and training,</li> <li>• green employee empowerment,</li> <li>• green pay / reward</li> <li>• green performance management</li> </ul>	Score 1 Very strongly disagree	Score 7 Very strongly agree
2.	SCOL (Andreou et al., 2016; Bendig, Enke, Thieme & Brettel, 2018; Azadegan et al., 2019)	The process of enhancing action through knowledge and understanding better SC by referring to the process for transforming individually knowledge acquired to be a part of organizational knowledge and helping companies avoid repeating previous mistakes.	Consists of 3 indicators and 6 items <ul style="list-style-type: none"> <li>• team orientation (collaboration and teamwork)</li> <li>• system orientation, (understanding the relationship between work units, optimal service between work units and external customers)</li> <li>• learning orientation (increasing new skills, knowledge, and abilities about SCM)</li> <li>• memory orientation (effective and continuous communication between employees and work units and sharing new knowledge between employees)</li> </ul>	Score 1 Very strongly disagree	Score 7 Very strongly agree
3.	SCP (Hausman, 2002; Mufaiqih, Indarti, Ciptono & Kartikasari, 2017)	Supply chain performance in meeting the needs of the responsive final customer.	Consists of 4 items <ul style="list-style-type: none"> <li>• efficiency in using minimum input</li> <li>• availability of goods</li> <li>• delivery on time</li> <li>• supply chain supply capacity</li> </ul>	Score 1 Very Low	Score 7 Very high
4.	BP (Prakash, Jha, Prasad & Singh, 2017; Mwita, 2019; Skipworth, et al., 2015)	The result of company business activities conducted by all business units and work units to achieve goals during the last three years	Consists of two indicators: financial performance (3 items) and non-financial (3 items) <ul style="list-style-type: none"> <li>• Financial: cost, capacity utilization, inventory turnover.</li> <li>• Non Financial: flexibility, delivery speed, customer satisfaction</li> </ul>	Score 1 Very Low	Score 7 Very high

Table 1. variables, operational definitions, indicators / items, and measurement scale

## 4. Results

### 4.1. Respondent's Description

Based on data recapitulation result, the majority of the data shows; owner and manager of SMEs (79%), have been in business for 5-10 years (87%), serves local and regional customers (85%); men (76%); have annual income <USD one hundred thousand to 15 million USD (100%); asset ownership <\$ one hundred thousand to USD 15 million (100%), and have permanent employee ownership of 2-5 people (87%).

#### 4.2. Data Normality Testing

The data is normal if the multivariate CR value is in the range +/- 2.58. The results of the normality test in this study can be seen in Table 2.

Table 2 shows that multivariate CR value is 1.795, which is still in the +/- 2.58 range, so the data in this study is normal.

Meanwhile, the outlier test conducted with Mahalanobis Distance measurement benchmarks. This study produces a chi-square value with a df of 21 indicators at a p level of <0.001 is 31.9. The result of the outlier test show that the highest Mahalanobis d-square value is 31.611 which is below 31.9 so that there is no outliers in this study.

Variable	min	max	skew	c.r.	kurtosis	c.r.
SCP1	2.000	6.000	-.291	-1.528	.220	.576
FP3	2.000	6.000	-.203	-1.067	.383	1.005
SCP4	2.000	7.000	-.336	-1.764	.313	.821
SCP3	2.000	6.000	-.313	-1.640	.283	.741
GHM5	2.000	7.000	-.398	-2.090	.832	2.181
GHM4	2.000	6.000	-.307	-1.608	.211	.555
GHM3	2.000	7.000	-.101	-.531	.612	1.605
LO1	2.000	6.000	-.420	-2.203	.298	.781
LO2	2.000	7.000	-.163	-.854	.576	1.510
SO1	2.000	7.000	-.467	-2.447	.749	1.963
SO2	2.000	6.000	-.521	-2.730	.467	1.225
FP2	2.000	7.000	-.176	-.924	.338	.887
FP1	2.000	7.000	.041	.214	.648	1.699
TO1	2.000	7.000	-.595	-3.122	1.146	3.005
TO2	2.000	6.000	-.536	-2.810	.601	1.575
NFP2	2.000	7.000	-.313	-1.640	.886	2.322
NFP1	2.000	6.000	-.423	-2.217	.278	.730
SCP2	2.000	7.000	-.327	-1.716	.952	2.496
GHM1	2.000	6.000	-.225	-1.181	-.039	-.103
GHM2	2.000	7.000	-.172	-.903	.206	.541
Multivariate					8.290	1.795

Table 2. Normality Test Result

#### 4.3. Confirmatory Analysis

Confirmatory analysis is used by looking at the loading factor value with a minimum number  $\geq 0.5$  or ideally  $\geq 0.7$ . From the results, there was 1 indicator which have value below 0.5, namely NFP3, so it must be dropped from the study. The result of the final value loading factor is shown in Table 3.

In table 3, there are no indicators which have loading factor value below 0.5 so all indicators are valid. Furthermore, analysis of the goodness of fit / GoF model is conducted. Based on the results of the GoF test, it is found that all the criteria had been met the requirement except RMSEA and GFI (marginal Fit). This condition is still acceptable (Hair et al., 2010) so that this study model is considered fit. The GoF test results are shown in Table 4.



			Loading Factors
GHM2	<---	GHRM	0.805
GHM1	<---	GHRM	0.813
GHM3	<---	GHRM	0.801
GHM4	<---	GHRM	0.796
GHM5	<---	GHRM	0.685
SCP1	<---	SCP	0.772
SCP2	<---	SCP	1.413
SCP3	<---	SCP	0.842
SCP4	<---	SCP	0.886
TO2	<---	T	0.823
TO1	<---	T	0.746
SO2	<---	SO	0.829
SO1	<---	SO	0.832
LO2	<---	LO	0.856
LO1	<---	LO	0.829
FP1	<---	FP	0.691
FP2	<---	FP	0.792
FP3	<---	FP	0.808
NFP1	<---	NFP	0.593
NFP2	<---	NFP	0.670

Table 3. Loading Factors

Fit Index	Goodness of Fit	Criteria	Cut-off value	Description
Absolute Fit	RMSEA	$\leq 0.08$	0.089	Marginal Fit
	GFI	$\geq 0.90$	0.861	Marginal Fit
Incremental Fit	TLI	$\geq 0.90$	0.911	Fit
	CFI	$\geq 0.90$	0.927	Fit
Parsimony Fit	PGFI	$\geq 0.60$	0.635	Fit
	PNFI	$\geq 0.60$	0.718	Fit

Table 4. Goodness of Fit Test Result

#### 4.4. Reliability Test

Good construct reliability is when the construct reliability value is  $> 0.7$  and the extracted variance value is  $> 0.5$ . The results of the reliability test can be seen in Table 5.

Based on Table 5, it can be seen that the data used for this study is reliable.

Variables	Indicators	Loading Standard	CR	VE
Green Human Resource Management	GHM2	0.805	0.9	0.6
	GHM1	0.813		
	GHM3	0.801		
	GHM4	0.796		
	GHM5	0.685		
Supply Chain Performance	SCP1	0.772	1.0	1.0
	SCP2	1.413		
	SCP3	0.842		
	SCP4	0.886		
Supply Chain Organizational Learning	TO2	0.823	0.9	0.7
	TO1	0.746		
	SO2	0.829		
	SO1	0.832		
	LO2	0.856		
	LO1	0.829		

Variables	Indicators	Loading Standard	CR	VE
Business Performance	FP1	0.691	0.8	0.5
	FP2	0.792		
	FP3	0.808		
	NFP1	0.593		
	NFP2	0.67		

Table 5. Reliability Test Result

4.4.1. Hypothesis Test

The results of regression weight test in this study can be seen in Figure 1, Tables 6 and 7.

Hypotheses		Relationship between variables		Estimate	S.E.	C.R.	P	Label
H1 (rejected)	BP	<---	GHRM	.053	.085	.620	.536	ns
H2 (rejected)	SCP	<---	GHRM	.083	.166	.497	.619	ns
H3 (rejected)	BP	<---	SCP	.166	.027	6.073	***	sign
H5 (accepted)	SCP	<---	SCOL	.900	.156	5.782	***	sign
H6 (accepted)	BP	<---	SCOL	.450	.091	4.959	***	Sign

Note: sign = significant; ns= non significant

Table 6. Hypothesis Testing

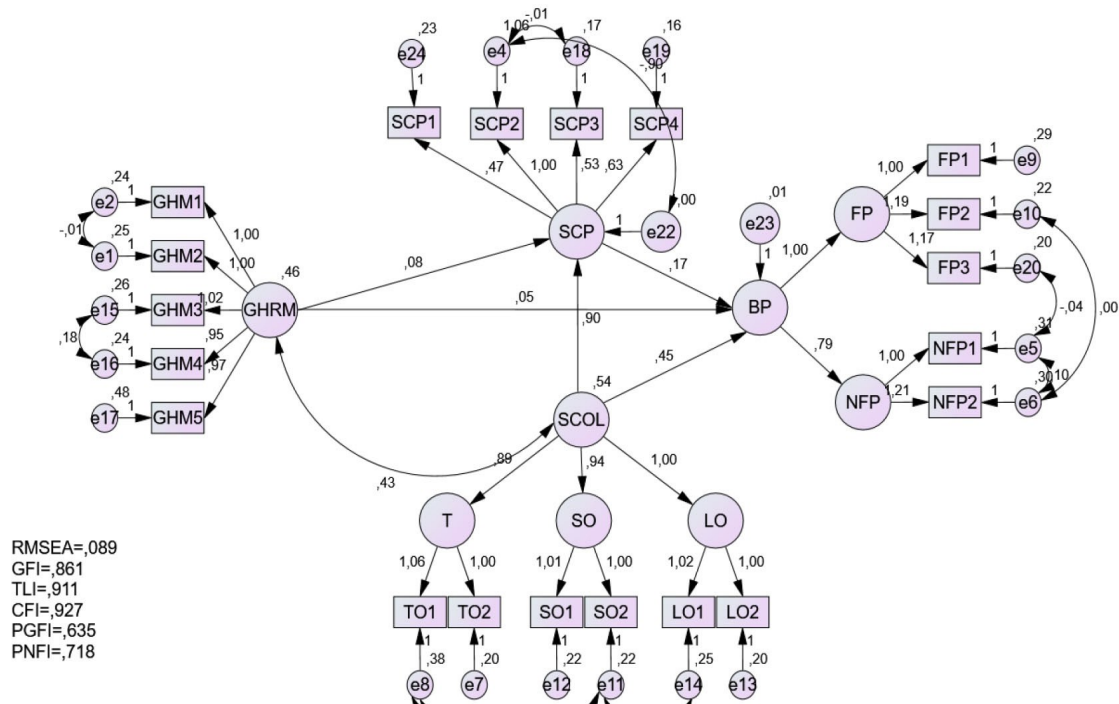


Figure 1. Full Model Path Diagram

4.4.2. Mediation Testing

Mediation testing can be seen from the significance of the indirect effect between variables. The results of the indirect effect analysis can be seen in Table 7.

	SCOL	GHRM	SCP	BP	LO	SO	FP	T	NFP
SCP	...	...	...	...	...	...	...	...	...
BP	.008	.633	...	...	...	...	...	...	...

Table 7. Mediation Test Result

Table 7 explains that;

1. The effect of GHRM on BP mediated by SCP has a significance value of 0.633. This result proves that SCP is not able to significantly mediate the effect of GHRM on BP (**H4 is rejected**).
2. The effect of SCOL on BP mediated by SCP has a significance value of 0.008 so that SCP is able to significantly mediate the effect of SCOL on BP (**H7 is supported**).

## 5. Discussion and Implications

GHRM is a set of HR practices that are compiled from several environmental-based aspects. Several HR practices such as recruitment, selection, performance management, and awards must be environmentally oriented (Mwita, 2019; Al Romeedy, 2019; Yong et al., 2019; Arulrajah et al., 2015). The study results prove that GHRM has no positive effect on increasing SCP and BP. This means it **rejects H1 and H2**. This finding is not relevant with Sakka (2018); (Jabbour & Jabbour, 2016; Nejati et al. 2017; Zaid et al., 2018; Bon et al., 2018; Longoni, Luzzini & Guerci, 2016; Cedeño, Farrero, Guitart-Tarrés & Vallejo, 2015; Khan, Taha, Ghouri, Khan & Yong 2013; Menon, 2012; Hall, Hall & Rigsbee, 2012) which state that in increasing the SCP, companies should be able to practice GHRM effectively and efficiently. In addition, these findings are also not in line with previous studies that found GHRM is able to increase BP (Al Romeedy, 2019; Mousa & Othman, 2019; Yong et al., 2019; Arulrajah, et al., 2015). When companies implement GHRM in all work units, the company could increase productivity, cost efficiency, and retain employees (Sheikh., Islam & Rahman, 2019; Mehta & Chugan, 2015; Al Romeedy, 2019). Likewise, these findings also do not corroborate previous studies that SCP is able to mediate GHRM against BP (Zaid et al. 2018; Albahussain, Elgaraihy & Mobarak, 2016). This means it **rejects H3**. In SCP, companies should emphasize the efficiency of minimum inputs use, ensure the availability of goods to customers, make deliveries on time, and provide the supply chain capacity for goods / services.

When the study was conducted, most of the courier service SMEs did not fully understand and fully implement GHRM practices. This condition is difficult for them to implement it because during the practice they experience various obstacles. The obstacle that often occurs besides cost and time is they often ignore environmental elements in each of their HR processes / practices. They are not well prepared because they do not have sufficient skills and competencies in GHRM practices, especially when it includes training and employee development activities. They tend to have a tentative conclusion that when GHRM is implemented, it does not have much benefit and impact on SCP and BP. This condition should not occur because when companies implement GHRM effectively and efficiently it would have an impact on input efficiency, ensure the goods availability, goods delivery on time and supply chain capacity availability, all of which can be oriented to environmental aspects.

There are few industries that are oriented towards environmental friendly technology, because business people are more likely to focus on profits rather than saving the environment. Courier service SMEs need to pay attention to the GHRM aspects from the start and make environmental friendly technology innovations that save SC costs in line with the company's goal of increasing business sustainability towards a competitive green courier service industry. GHRM is very important as one of the SME courier service efforts to protect and preserve the environment because it must be realized that without an environment, the company will not be able to explore the products and services offered. Ecological requirements still considered as the main criteria in any SCM process while ensuring the sustainability of a competitive and profitable economy.

There are several important indicators for Courier service SMEs in Special Province of Yogyakarta and East Java that should be noted and continuously improved, namely financial and non-financial performance. Financial aspects include; cost, capacity utilization, and inventory turnover. Meanwhile, non-financial aspects include: flexibility,

delivery speed, customer satisfaction. The level of competition for courier services is getting higher because the market is very wide and varied. Today's customers are very smart to choose services that provide excellent satisfaction, fast, and accurate responses while still paying attention to environmental aspects. In fact, they really count the length of service time, price, and security. The interesting thing to offer is when the goods are received by the customers there is a message of environmental preservation in every service provided. This can be a different and unique promotional weapon to influence customers to remember and reuse their services.

The results prove that SCOL has a significant positive effect on SCP (**H5 is supported**) and BP (**H6 is supported**). Likewise, SCP mediates the relationship between SCOL and BP (**H7 is supported**). This supports previous studies from Roy et al. (2020); (Azadegan et al., 2019; Sriyakul, Prianto & Jermisittiparsert, 2019; Ojha, Acharya et al., 2018; Ojha, Struckell et al., 2018; Jian & Li, 2016; Opengart, 2015; Whitten et al., 2012; Skipworth, et al., 2015; Vivek & Ravindran, 2009). Currently, SCOL in courier service SMEs must really be paid attention and improved. Along with the intense level of competition and the use of information technology that is growing rapidly. This makes companies have to make systematic changes to increase new knowledge (Andreou et al., 2016). Organizational learning is the process of enhancing action through knowledge and better understanding by referring to the process of transforming individually acquired knowledge into organizational knowledge and helping companies avoid repeating previous mistakes (Bendig et al., 2018), especially in SCOL. Bendig et al. (2018); Ojha, Acharya et al. (2018) and Ojha, Struckell et al., (2018) recommend that SMEs should constantly develop employee competencies (skills, knowledge, attitude) to increase SCP and BP besides their competitive advantage position. Leaders and employees of courier service SMEs need to collaborate and cooperate well, understand the relationship between work units, provide optimal service between work units and external customers. Besides, it is necessary to increase new skills, knowledge, and abilities about SCM. JNE is an example of a courier service company that has survived and successful. JNE always puts forward cooperation or collaboration to overcome various challenges today, so it can complement each other. For example, in overcoming prohibition of crossing motorbikes on certain roads in DKI Jakarta, JNE organizes bicycle couriers, in collaboration with Westbike Messenger Service (WMS) (Swa.co.id, 2020).

Courier service SMEs are also supposed to conduct effective and sustainable communication and share new knowledge among employees. All of which are very important to improve the long-term prosperity of the organization and business performance (Jajja, Catha & Farooq, 2018; Dubey, Luo, Gunasekaran, Akter, Hazen & Douglas et al., 2018). SCOL is able to mediate the relationship between SCP and BP. This is evidently proven by the interviews results with several courier service SMEs owners who are also being managers. When companies are careless to learn something new, such as information system applications to support the speed of the SCM system, the company will be increasingly abandoned by its customers. The number of new knowledge related to the SCM system makes courier service SMEs have to race against time.

Currently, many new courier companies are being responded to positively by the market because they are able to provide services that are relevant to the present or provide different expectations from the existing courier business model. Besides that, there is a pattern of changing customer behavior, including customers who come from the millennial generation where they usually demand instant, easy, and served very quickly. This strengthens the evidence that consumer expectations have changed, which has given birth to new patterns and standards in terms of delivery of goods, namely pick-up of goods on the spot, free, and the goods arrive to consumers in hours (Swa.co.id, 2020). This situation and condition made the old company difficult to serve it and lose with the courier service start-up company. This condition happens because they do not have competent human resources who are willing to conduct continuous learning process, especially in SCOL so that they have the ability to adapt quickly.

## 6. Limitation and Suggestions for Future Study

This study is only focused on two provinces in Indonesia, namely Special Region of Yogyakarta and East Java so it may limit the generalizability of the findings. The collection method is also done purposively with cross-work unit data. It is not an ideal approach to evaluate the impact of SCOL on SCP and BP. Courier service SMEs in this study also have not implemented GHRM in an ideal manner so that they are not able to generalize courier service SMEs object as a whole. This study has used a static approach because the data collection is done by cross section.

In the future, it is better to expand the study area, use longitudinal data, and choose courier service SMEs that have correctly implemented GHRM in SCOL context to validate the model and study results.

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The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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