



Technological Provision on Employee Green Behavior: Implementation on Technology-based Start-up Company in Indonesia

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Received : December 2, 2023

Revised : May 16, 2024

Accepted : May 20, 2024

Online : May 30, 2024

Abstract

The significance of sustainability in today's world has forced enterprises to concentrate on attaining sustainable performance by managing its social, economic, and environmental aspects over time. The implementation of green behavior by employees is an initiative to comprehensively address various environmental problems, which is formed by the advanced technology owned by the organization. This research aims to examine technological provisions for green human behavior in the implementation of technology-based start-up companies in Indonesia. Using The Green Five Model—a taxonomy for understanding the many types of environmental behaviors that people engage in their lives. This study uses causal research to determine the role of technological provision on green human behavior. This study used a non-probability sampling technique, particularly purposive sampling for 50 respondents. As for the analysis method, descriptive analysis is used to describe and explain the phenomena that occur based on the facts and data obtained. On the other hand, verification data analysis was used to verify the truth of the hypothesis using SmartPLS 4.0 for statistical calculations. Company programs aimed at implementing environmentally friendly business activities will optimize green behavior in daily activities. Therefore, organizations need to design technological provisions to form green behavior patterns. Result shows that technological provision has a great influence on green human behavior in tech-based startup companies in Indonesia. This research is limited to employees working in technology-based startup companies in Indonesia.

Keywords *Environmental Awareness, Green Human Behavior, Green Human Resources Management, Technological Provision*

INTRODUCTION

The significance of sustainability in today's world, following the 2030 Sustainable development agenda by the United Nations, has forced enterprises to concentrate on attaining sustainable performance. A company that is headed toward sustainability is one that has managed its social, economic, and environmental aspects over time to grow in performance and operations (Ibrahim et al., 2019). At the moment, Indonesia's environmental state is extremely concerning. The living environment in question is all aspects of the environment, including the physical, chemical, or biological environment. This is reinforced by the fact that Indonesia's environmental quality is ranked 164th out of 180 countries with a score of 28.20, while Denmark is ranked first with a score of 77.9 according to the 2022 Environmental Performance Index (EPI). These findings indicate that concern and awareness of the environment in Indonesia must be increased. The community and the government must work together to improve the Environmental Performance Index. Moreover, Indonesia's environmental performance lags well behind other ASEAN nations, with Singapore on the first rank with a score of 50.9 (Assyofa, 2023).

According to Sushma and Mishra (2014), one factor contributing to the poor quality of the environment is a lack of environmentally conscious behavior among human resources, as seen by the absence of green behavior patterns in the business community. In fact, awareness of the environment can start from the smallest things, such as being aware of the environment around the house, until finally continuing on to the work environment, as demonstrated by employee behavior that is environmentally friendly. Employees' green behavior is a type of pro-environmental

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behavior that is unique to the workplace (Norton et al., 2017). Currently, many industries are beginning to incorporate eco-friendly ideas into all aspects of their operations, including how people behave at work. The hope is that the environmentally friendly character and behavior of these employees can benefit the environment at large.

Norton (2015) argues that employees' green behavior is not only conceptualized as voluntary behavior but also required for the company to achieve its main objectives. Considering that the company is currently not only focusing on its profitability side. Moreover, companies are also required to pay attention to the other side, namely humans (people) and the environment at large (planet). This further emphasizes that the company's role must be balanced and care about these three aspects. In addition, Norton (2015) characterizes required employees' green conduct as being carried out within the framework of their mandated job responsibilities. This involves following company policies, adapting working practices to include selecting ethical substitutes, offering assistance with technology, and developing sustainable goods and procedures (Sugiarto & Suharti, 2017).

Organizations that support sustainability should have cutting-edge technology so that their staff can adopt environmentally friendly practices. The availability of this cutting-edge technology also provides support so that employees can implement environmentally friendly behavior. Numerous organizational actions that support environmental sustainability can benefit from the use of technology. For instance, staff no longer waste paper when communicating information thanks to information technology (Assyofa, 2023). This behavior is expected with the rapid development of existing technological advances. Employees are increasingly concerned and aware of environmental sustainability for a better future. In this way, efforts are made to maintain natural and environmental conditions.

Green technology uses scientific principles such as green chemistry and technological advancements such as green monitoring to protect and improve the natural environment (Nehra et al., 2023). Irresponsible resource exploitation has inflicted damage on the ecosystem, prompting the adoption of green technology to intelligently preserve the environment. The application of green technology also enables companies to have a high awareness of the sustainability of the ecosystem. In addition, it includes various approaches to overcome human challenges and minimize adverse impacts on the environment and natural resources. In this way, efforts are made to maintain natural and environmental conditions.

Businesses innovate to incorporate eco-friendly technologies, aiming to conserve energy and ensure the long-term sustainability of the ecosystem. Despite the increasing intertwining of global economies, there is a noticeable shift in political dynamics toward emphasizing nation-states and regional autonomy. Recognizing intricate trade-offs between efficiency, requiring international coordination, and equitable distribution of benefits and costs, necessitating a more robust regional and local approach, is imperative.

In times of great uncertainty, startups are human institutions that develop cutting-edge goods and services with sustainable business models (Blank, 2006). Therefore, the surge in start-up companies has increased since 2015. This company operates with diverse business ideas that agree with the problems that occur in society. However, most start-up companies are oriented in the fields of education, e-commerce, and gaming. By using cutting-edge technologies in the development of their goods and commercial strategies, today's startups are emerging as a significant source of innovation (Raju et al., 2020).

Unfortunately, the technological factors for green behavior among employees in Indonesian startup companies are still relatively unexplored, even though Indonesian startup businesses demonstrate a growing understanding of the significance of environmentally friendly technologies and behavior. Currently, many startups are developing technology solutions to help companies

manage their resources more efficiently. It includes platforms for energy, water, and waste management, and applications for monitoring and reducing resource consumption. Therefore, research is needed to identify the implementation of environmentally friendly behavior in companies and related factors that encourage people to create environmentally friendly behavior in companies, especially from the technological provision aspect. In essence, there is a need to bolster scholarly research and policy considerations regarding the diverse distributional impacts of sustainable technological advancements. This research aims to examine technological provisions for green human behavior in the implementation of technology-based start-up companies in Indonesia. This is crucial to ensure that these changes are implemented in a way that effectively alleviates poverty and promotes fairness.

LITERATURE REVIEW

Employee Green Behavior

Currently, companies cannot only prioritize their interests in terms of profitability. However, companies must be able to consider other aspects in a balanced manner, such as planetary and people aspects. This concept implies that companies must prioritize the interests of all related parties affected by company operations (stakeholders) over the interests of shareholders alone. Thus, it is hoped that business operational activities will have a positive impact on the company, humanity, and the environment. Therefore, business activities can be carried out sustainably.

Environmental concerns are increasingly being acknowledged in firms, particularly when dealing with customers and employees. Employees are frequently regarded as a driving force in firms' efforts to solve environmental challenges (Jabbar et al., 2015). Therefore, forward-thinking firms must emphasize the application of the idea of green behavior.

According to Chou (2014), environmentally friendly behavior among employees is pro-social, and green behavior in workplace routines should include both in-role and extra-role green behavior (Ramus & Killmer, 2007), because both forms of behavior contribute to organizational outcomes through value creation. Environmental ethical awareness is a catalyst for developing ecologically friendly conduct (green behavior) (Sugiarto & Suharti, 2017). Increasing environmental difficulties are a moral issue, and human behavior in relation to the environment is not solely technical (Keraf, 2010). Keraf (2010) further said that the focus of environmental ethics is on how humans should act or behave in relation to the environment. The relationship between the two musts, of course, be mutually beneficial and protective to create sustainability.

In a competitive business world, management must increase employee knowledge and develop methods to improve green behavior and corporate social responsibility at the organizational level (Iqbal et al., 2018). The existence of quality human resources in particular certainly helps the organization in achieving its targets. Therefore, the quality of human resources in an organization is the key for the organization to achieve its goals. Green behavior among employees is an endeavor to completely address numerous environmental concerns while also increasing employee understanding of environmental responsibility. This is a human development goal in which every person is accountable for their actions, thereby promoting a peaceful work culture within an organization (Mousa & Othman, 2020). Harmony is essential for producing highly productive and engaged employees who are also valuable to the firm (Daud et al., 2020).

Similarly, swift advancements in technology and the consequential adverse effects have prompted organizations worldwide to adopt environmentally conscious practices, commonly referred to as going "green". Consequently, there is an ongoing debate regarding the efficacy of deploying human capital development through robust human resources management (HRM) systems to successfully implement broad scale "green" initiatives within organizations (Ahmad,

2015; Yusoff et al., 2019).

Hence, it is noteworthy that while HRM mirrors the strategic approach employed by employers to attract and cultivate human capital for maximizing productivity and gaining a competitive edge in the global marketplace, the concept of "green human resource management" (GHRM) has been advocated by [Jabbour \(2011\)](#) and [Renwick et al. \(2013\)](#). GHRM entails a set of principles and initiatives designed to inspire environmentally conscious behaviors among employees, encouraging them to leverage their creativity for achieving green innovation outcomes. This, in turn, contributes to the global endeavor to promote environmental sustainability ([Roscoe et al., 2019](#)).

According to [Sugiarto and Suharti \(2017\)](#), green behavior on GHRM practices in an organization can be classified into three categories: (a) motivation to behave environmentally friendly, (b) implementation of environmentally friendly behavior in HRM, and (c) impact of environmentally friendly behavior in HR management. Based on the findings of [Assyofa et al.'s \(2020\)](#) study, the primary element that shapes green behavior in GHRM practices among banking sector employees in Indonesia is environmental awareness. This demonstrates that the most powerful motivator for an employee to engage in green behavior comes from within, namely knowledge of the need for environmental protection. The importance of awareness and a strong desire from within is the key to the birth and implementation of environmentally friendly behavior among employees. GHRM is the implementation of HRM practices policies that promote sustainable use of resources, create a green workforce, and encourage green culture among employees, which benefit society and the environment ([Ahmad, 2015](#); [Mampra, 2013](#); [Shahriari et al., 2019](#)).

Further, some researchers contend that the literature on employee green behavior mainly focuses on the western world (like American and European), and only a few studies are available on Asian environmental management in the Asian world ([Ahmad, 2015](#); [Renwick et al., 2013](#)). For example, [Veerasamy et al., \(2023\)](#) included employee participation, involvement, and training to explain employee green behavior in India, but did not consider technological provision. Because of the lack of research focusing on Asian countries, especially Indonesia, little is known about how employee green behavior practices influence individual and organizational outcomes ([Ren et al., 2018](#)).

Technological Provision

Companies seek to use different tools to gain a competitive advantage, and technology strategy is one of the most important tools that can bring a competitive advantage to companies ([Yusoff et al., 2015](#)). In the meantime, technological issues are considered important categories in terms of influencing the lives of future generations, and the issue of technology sustainability has become the focus of leading organizations on the path to achieving sustainable performance ([Erkmen et al., 2020](#)). Research shows that human resource management, like modern technologies, plays a vital role in the sustainable performance of companies ([Alraja et al., 2022](#)).

Studies have shown that the adoption of management practices, such as green human resource management and green innovation, largely depends on technological factors ([Zhu et al., 2019](#)). The value of technological factors depends on their compatibility with other technologies needed to implement green practices ([Kumar, 2015](#)). Costs related to energy consumption are one of the main reasons for companies to move toward the development of new technologies and green human resource management, and this issue has gained great importance in recent years ([Jenkin et al., 2011](#)).

The use of technology has always been related to the progress of an organization ([Thomas et al., 2016](#)). Accordingly, to achieve sustainable performance, organizations become increasingly dependent on new technologies and their effects, and perhaps this is the most important reason

why many companies develop at an extraordinary speed (Rahman & Aydin, 2019). The existence of relevant and compatible technological factors not only increases the speed and efficiency of the process but also often minimizes the cost and improves productivity (Marler & Fisher, 2013).

Past research predominantly assessed individuals' attitudes toward either embracing or rejecting the adoption of new technology. Hung and Cheng (2003) discovered that elevated levels of individual optimism and innovativeness play a role in influencing the acceptance of technology, alongside shaping perceptions of its usefulness and ease of use. Both optimism and innovativeness serve as driving factors behind individuals' intentions to share knowledge. In addition, lower levels of insecurity and discomfort were not indicative of individuals' acceptance of technology, and their perception of compatibility did not impact their intention to share knowledge.

RESEARCH METHOD

In this study, the authors used quantitative research to determine the role of technological provision on green human behavior. This study used a non-probability sampling technique, particularly purposive sampling, which determines samples with specific characteristics. The sample characteristics are as follows: 1) work at an Indonesian technology-based start-up company; 2) Have an understanding of employee green behavior; 3) Has been working for more than 1 year in the company. The data collection was conducted using an online questionnaire, and 50 respondents answered the questionnaire. As for the analysis method, descriptive analysis is used to describe and explain the phenomena that occur based on the facts and data obtained, which were used to formulate problems related to technological provision and green human behavior. On the other hand, verification data analysis is used to verify the truth of the hypothesis using statistical calculations and path analysis. To ensure validity and reliability, pilot testing of the questionnaire was conducted, and conducting statistical analyses to assess internal consistency. The analysis tool used is SmartPLS 4.0.

Table 1. Operational variables used

Variable	Dimension
Technological Provision Shayegan et al. (2023)	Technology Provision
	Each of Use
	Information Quality
	Perception of Benefits
	Desire to continue using
Green Five Taxonomy Ones and Dilchert (2012)	Working Sustainably
	Avoiding Harm
	Conserving
	Influencing Others
	Taking Initiative

Source: The Authors (2023)

FINDINGS AND DISCUSSION

There were 50 responses in all. Among the 28 respondents, 56% of the total are male. Furthermore, many respondents (32 people or 64%) have a bachelor's degree. The age range of most respondents is between 21 and 30 years. Descriptive analysis results show that both technological provision and green human behavior among startup employees are in the outstanding/very high category.

Table 2. Descriptive Analysis Results

Technological Provision			
Dimension	Percentage	Average	Category
Technology Provision	81.33	172	Outstanding
Each of Use	80.7	171	Outstanding
Information Quality	76.6	165	Outstanding
Perception of Benefits	81.33	172	Outstanding
Desire to Keep Using	82.67	174	Outstanding
	Average	170.8	Outstanding
Employee green behavior			
Working Sustainability	81.33	172	Outstanding
Avoiding Harm	84	176	Outstanding
Conserving	80.8	171.3	Outstanding
Influencing Others	75.3	163	Outstanding
Taking Initiative	70.33	155.5	Outstanding
	Average	167.56	Outstanding

Source: The Authors (2023)

Based on the calculations that have been made, the variable Technological Provision obtained a percentage value of 80,54%, located in very high or outstanding criteria. The highest score for respondents' answers to the Technological Provision variable was found in statement number 10, namely, "I try to learn the most effective and efficient way to use the available information systems." This is because, a start-up must have an adequate information system, so it is natural for its employees to learn the most effective and efficient way to use the information system. Most start-up companies are oriented in three areas: education, e-commerce, and videogame. These three fields will help students become familiar with the use of information systems. Therefore, employees from these companies usually have optimal ways to master the information systems owned by the company. Moreover, at least knowing or even studying information systems is a must in the age of technology.

The respondent's lowest answer score for the technological provision variable is statement no. 5: "Information systems in the workplace (e.g., HRIS, ERP, etc.) provide accurate and reliable information." We all need to remember that start-up companies are born from creative ideas and phenomena in society. By using efficient operational costs, start-up companies usually allocate most of their costs to Research and Development (RnD). As a result, in other aspects, start-up companies tend to ignore it. As in the findings of this research, the availability of information systems that can provide accurate and reliable information had the lowest score from respondents. This can happen because not all start-ups in Indonesia have sophisticated information systems that can deliver accurate and trustworthy information.

For the Green Human Behavior variable, the result shows a value of 78.37%, located in the very high/outstanding criterion. The highest score of respondents' answers for the Green Human Behavior variable lies in statement number 10, namely, "As much as possible, I prevent pollution and waste from being created in my work." As mentioned in the previous section, the largest percentage of environmental awareness among employees comes from within themselves. This means that awareness of the office environment will be influenced by awareness within each employee. This awareness of the environment must be formed from childhood in the smallest environment. At home, for example, individuals must be accustomed to caring about the surrounding environment from a young age. So as time goes by and people get older, they will become accustomed to doing the same habits. As shown in statement number 10, the results show

that employees actually want a clean work environment. A clean work environment must, of course, start from your own behavior. Therefore, this indicator has the highest score. This occurs because, in essence, employees want a clean work environment. The cleanliness of the work environment must, of course, start with your own behavior. Therefore, this indicator has the highest score.

Meanwhile, the lowest score for respondents' answers to the Green Human Behavior variable lies in statement no. 5, namely, 'I take part in environmental social activities (ex. donations to social institutions).' to the field and take part in environmental social activities. Employees who are attached to an organization or institution usually rarely have free time. Tight tasks and the availability of flexible social institutions may explain why employees find it difficult to participate in social activities. Because social institutions usually open registration first to become members. Apart from that, social institutions that hold social activities also charge registration fees for their followers. This can also prevent employees from participating in social activities. In conclusion, the inability of employees to participate in social activities is due to various limitations. The desire to perform social activities depends not only on external factors but also on internal factors.

As shown in Figure 1, for the validity and reliability test, all items in the questionnaire are reliable because both variables have α more than 0.60. Also, if the r -count > r -table (0.361), then all items are valid.

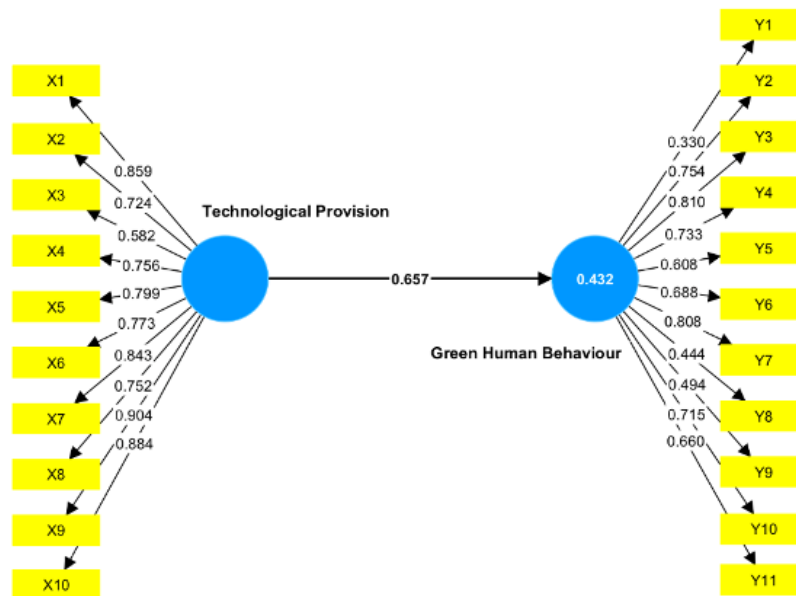


Figure 1. Path evaluation results

The discriminant validity test, using the cross-loadings in Table 3, demonstrates that every indicator value that correlates with the variable itself has the largest value compared to all other correlation values, indicating that the discriminant validity of the data can be accepted. The Cronbach's alpha and composite reliability values vary from 0.862 to 0.943, which surpasses 0.70, indicating that all of the variables are trustworthy for the research, as indicated by Table 4.

Table 3. Validity test results

	Green Human Behaviour	Technological Provision
X1	0.460	0.859
X10	0.626	0.884
X2	0.421	0.724

	Green Human Behaviour	Technological Provision
X3	0.261	0.582
X4	0.458	0.756
X5	0.613	0.799
X6	0.469	0.773
X7	0.444	0.843
X8	0.602	0.752
X9	0.657	0.904
Y1	0.330	0.278
Y10	0.715	0.488
Y11	0.660	0.531
Y2	0.754	0.444
Y3	0.810	0.562
Y4	0.733	0.557
Y5	0.608	0.329
Y6	0.688	0.216
Y7	0.808	0.401
Y8	0.444	0.211
Y9	0.494	0.402

Table 4. Reliability test results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Green Human Behaviour	0.862	0.881	0.888
Technological Provision	0.933	0.948	0.943

Furthermore, to examine the relationships between the variables in this research, a structural model assessment will be implemented based on the findings of the validity and reliability tests of the data. The t-statistics and coefficient of determination are the final results of this structural model evaluation. As seen in Table 5, it is stated that the variable Green Human Behavior has an R^2 value of 0.432 and a R_{adj}^2 of 0.420, which means that Green Human Behavior can be explained by the other variable, Technological Provision, by 43.2%, whereas the remaining 56.8% are influenced by other variables that are not being studied in this research. This research also used the bootstrapping approach, which allowed us to calculate the path analysis's significance level produced in finding the t-statistics shown in Table 6. Table 6 below indicates that the relationship between the variables, technological provision, and green human behavior with a t-statistics value of 8.432 and above 2.00, means that they have a significant impact on one another.

Table 5. Coefficient of Determination test result

	R-square	R-square adjusted
Green Human Behaviour	0.432	0.420

Table 6. T-statistics test results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Technological Provision -> Green Human Behaviour	0.657	0.693	0.078	8.423	0.000

Based on the data analysis summarized in Figure 1 above, the simple linear regression equation in this study is as follows:

$$Y = 15.812 + 0.618X$$

This shows that technological provision has a positive influence on increasing green human behavior. Moreover, the t-statistic value and p-value in the path coefficient, as shown in Figure 2, demonstrate a positive and statistically significant association between technological provision and green human behavior.

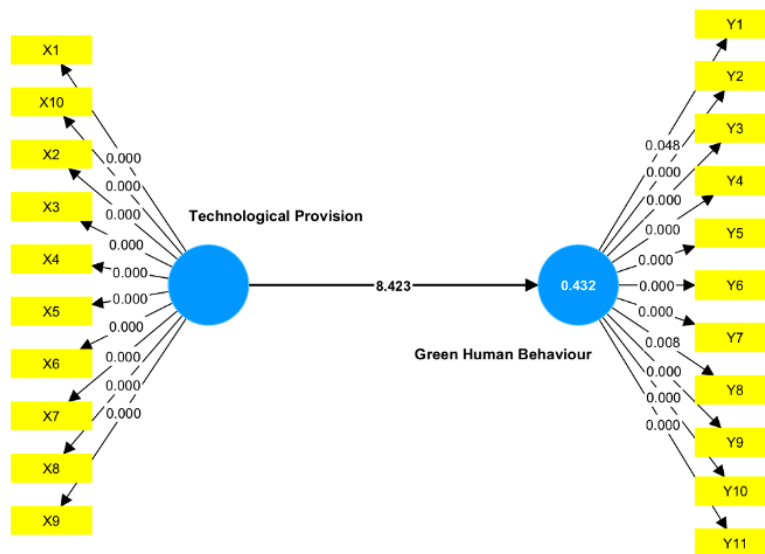


Figure 2. Bootstrapping evaluation result

According to previous research, firms must implement applicable environmental practices to assist employees in committing to and exhibiting environmentally friendly behavior. Employee behavior that is friendly to the environment can be expressed in written or verbal form. For example, with written regulations that force employees to bring personal eating utensils. In addition, orders from superiors require employees to avoid printing documents. The existence of these written instructions and regulations indirectly changes employee behavior. Gradually, these employee habits will become a work culture that will be mutually agreed upon. Employees' participation in green activities can instill a sense of pride in them, leading to an improvement in their organization's environmental performance. Beyond economic rewards, its impact transforms

culture, human behavior, and personal characteristics to become more responsible, equitable, and accountable.

Norton et al. (2015) concluded that an employee's green behavior can be categorized as voluntary or required behavior. Voluntary green behavior involves personal initiative that exceeds corporate objectives. This is also proven by the findings in the previous section that awareness and concern for the environment really depend on each individual. Prioritizing environmental issues, initiating environmental programs and regulations, lobbying and taking action, and encouraging cooperation with other parties are all examples of this. Meanwhile, the required green behavior is carried out within the context of their required job. This includes following corporate regulations, modifying work procedures, including the selection of responsible alternatives, and developing sustainable products and processes. The concept of required green behavior is similar to that of task performance, which refers to behavior that is expected of employees and contributes directly or indirectly to the core business. Even though its implementation seems coercive, it is good and creates good habits. This is permitted, especially because the company acts as an employer for employees. As long as the written rules are deemed fair and reasonable.

Ones and Dilchert (2012) propose that the green taxonomy implicitly accepts the presence of both required and voluntary behavior; the categories themselves are not mutually exclusive, thus allowing a behavior to belong to more than one group. This can also be seen from the green behavior of startup company employees in this research, where employees behave environmentally friendly based on external motivation (in this case company rules and policies) and internal motivation (desire and self-awareness). This further strengthens the sense that employees will not feel constrained by green habits that are born from external factors, let alone internal factors.

CONCLUSIONS

This study suggests that the provision of technology within technology-based startup companies in Indonesia is highly positive. As a technology-based company, ideas born in startups will not have the same potential for success; their potential depends on business innovation and the level of technological obsolescence. Moreover, a company's mastery and availability of technology can become a competitive advantage in the market.

Apart from that, it can be concluded that green behavior among technology-based startup employees is in excellent condition. Directly and indirectly, startup companies encourage their employees to behave environmentally friendly through unwritten rules, and personally, employee self-awareness also encourages them to act accordingly. With these things in place, employees are accustomed to conducting and practicing environmentally friendly behavior in the company.

The results of the path analysis show that the provision of technology in startup companies is positively related and has a significant influence on green behavior among employees. Startups are currently the main source of innovation by using new technology to create products and business models. Market uncertainty presents many challenges for startups that force them to take unknown experiences and risks to identify new opportunities, including in the context of sustainability.

LIMITATION AND FURTHER RESEARCH

The sample size of this research is limited to employees who work in a technology-based startup company in Indonesia. Further research can be conducted by expanding the scope of the research object and exploring the confirmation model of employee green behavior. Previous research only focused on companies that were well established, while this research contributes to the development of knowledge in the field of green behavior, especially in technology-based startup businesses in Indonesia.

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