GREEN HUMAN RESOURCE MANAGEMENT, CUSTOMER ENVIRONMENTAL COLLABORATION AND THE ENABLERS OF GREEN EMPLOYEE EMPOWERMENT: ENHANCHING AN ENVIRONMENTAL PERFORMANCE

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Abstract: Researchers have shown that both of green human resources management (GHRM) practices and customer environmental collaboration enhance environmental performance. However, existing literatures not be able to explain well how relationship between GHRM practices, customer environmental collaboration (CEC), the enablers of employee green empowerment and environmental performance. We conduct a medium-scale survey 125 employees at Indonesia manufacturing which have label green certificates by Green Label Indonesia (*GLI-Certificates*). SEM-AMOS is choosing as statistical methodology and tools that uses a confirmatory approach to data analysis. Our paper contributes to HRM and SCM theory in terms of utility and originality of research by explaining that the enablers employee green empowerment positively mediates the relationship between GHRM practices, customer environmental collaboration and environmental performance. Finally, we address potential implications of this research for developing framework to future formulations of responsible employee's green abilities as managers.

Keywords: Green Human Resources Management, Customer Environmental Collaboration, Employee Green Empowerment, Environmental Performance.

INTRODUCTION

Today, the organization has changed, its paradigm, view, concern about environmental issues, which is interest in sustainable development especially on environmental performance (Chaudhary, 2019; Ren et al., 2017; Yong et al., 2019; Yusliza et al., 2017). Employees in organizations tend to be forced even with certain incentive urges to always be conscious of the environment's concerns (Aina et al., 2019) , with some programs being conducted to ensure that employees move towards the green organization's function in accordance with market desires (Arulrajah & Opatha, 2016).

Environmental policy makers, government mindful that the EP-Index 2019 based on ISO 140024:2018 for Indonesia Green Company (IGC) Type I showed increase progress but inefficient and rather slow related on customer environmental collaboration since term 1-2018 period (GLI Annual Report, 2019).

Some organization involve employees to encourage them to analyze some strategic decisions, how to analyze a problem that is dissimilar to give the organization benefits in the empowerment of green employees followed by the most important green solution and environmentally friendly concerns on their company (Yu et al., 2020).

The organization has changed the paradigm in empowering their employees to run their current businesses. Some green tasks assigned to them become a necessity because demands of consumer are aware and want a more environmentally friendly. Henceforth, the company mentioning it with the term 'Green Employee Empowerment ' (Aina et al., 2019). Organizations today not only hope that there works satisfaction for all employees, but also seeks to improve the value of governance in order to achieve organizational efficiency to maintain the employee's motivation level have fully impact on environmentally friendly or green practices both internal and external companies (Aina et al., 2019).

Researchers have done review some research regarding to the relationship between GHRM practices and environmental performance at company. Researchers summarizes that in the previous study has found that the positive GHRM practice affects the environmental performance through activities such as waste reduction and organizational efficiency (Chaudhary, 2019 and Yusliza et al., 2017).

Overall, green practice can increase the green behavior of employees to improve the environmental performance directly or indirectly. However, the relationship between GHRM practices and environmental performance (EP) has often been a lot of discussion. Previous studies have stated that how environmentally conscious apply for a green initiative related to organizational and customer-related considerations are incomplete. The collaboration with demand customers is the most major thing, therefore, make them aware of the business's campaign about green practice (Chaudhary, 2019; Yusliza et al., 2017). Human capital is an instrument to implement corporate strategy and to achieve organizational objectives. Researchers do hypotheses that it is important to align the function of HRM to fulfill the organizational environment of sustainability with customer environmental collaboration (Chaudhary, 2019; Ren et al., 2017; Yong et al., 2019; Yusliza et al., 2017).

Green Human Resources Management (GHRM) become a part of option. Therefore, industry need to shift green paradigm experience to make their enabler employee on supply

chain more efficient towards their sustainability and environmental commitments through in order to ensure all supply chain and environmental performance in particular (Yong et al., 2019; Yusliza et al., 2017). Industry movements around the world have been moving towards production environmentally friendly and creating goods that support sustainability of the earth. In Indonesia, industry is also moving in the same direction (Yong et al., 2019; Yusliza et al., 2017). This research is based on the thought of increasing competitiveness by creating a conducive business climate, increased technological ability for enabler employee green industry to encourage improvement of quality, efficiency and productivity, legal capacity, provision of government fiscal incentives, raw material support, human resources and financing and other facilities in order to support the business activities of environmentally friendly industries in Indonesia.

In previous studies, the behavior learning process to be environmentally friendly requires sustainable learning and it will be serious problem if there is no collaboration with customers, especially to encourage organization to achieve better environmental performance (Yong et al., 2019; Yusliza et al., 2017).

Even though motivation employees are good enough compared to the green culture organization (value of work in order to improve employee performance, job satisfaction and to develop a committed attitude) task given, but when the product reached the customer or distributor has not been aligned with the appropriate green practice standards (Lopez-cabrales & Valle-cabrera, 2019).

Based on the results of the quarterly audit report IV 2019 of the Ministry of Environment Ecolabel Indonesia that the company as research samples is classified as ISO14024:2018 Type I (GLI Annual Report, 2019).

Result audit mentioned that guarantees can be worn by third parties (Clauses 3.7 and 3.8) based on independent standards covering the entire lifetime of the product (material, retrieval, manufacture, distribution, use, disposal and recycling) have low performance in terms of customer/user collaboration related to environmental awareness. Clauses 3.7 is "Parties involved" are usually supplier ("first party") and purchaser ("second party") interests. Clauses 3.8 is any party affected by a Type I environmental labelling programme (GLI Annual Report, 2019).

It is seen that average for the implementation of green human resources management practices in some companies in Indonesia lack to provides and to ensure service to customers that products or services delivered in accordance with hygienists and environment friendly. It means that customer environmental collaboration (CEC) become a very important variable to improve environmental performance (Hutomo et al., 2018; Sarkis et al., 2011; Yu et al., 2020).

Results of the audit based on ISO 140024:2018 eco labelling variables are (1) Product/services; (2) Product category; (3) Product environmental criteria; (4) Customer environmental cooperation/collaboration environmental aspect; (5) Product function characteristics; (6) Ecolabelling body. In Picture 1 described how variables ISO 140024:2018 impact on the achievement of environmental performance in average Indonesia Green Company Type-I (GLI Annual Report, 2019) are as follows:

Picture 1. EP Index Audit ISO 140024:2018 Reports [IGC-Type I]

There are some insignificant findings on some customer audit results when sending or receiving of goods, therefore, existence of a customer of eco-design, can perceive supply chain eco-design. Cooperation with customers, CEC by providing some alternative using less energy during products shipping transportation are needed, especially distributors that transported goods (Sarkis et al., 2011; Yu et al., 2020). Based on the results of audits related to environmental labels that showed, usefulness of these products/services to inform and attract consumers have not impacted to the success of the improvement of environmental performance for the scope of green enterprises in Indonesian.

EP-Index reports 2019 stated in its implementation is not optimal despite on GHRM practices, employee green Empowerment is good, it is stated in audit reports that collaborate with customers to develop EM solutions and to manage reverse flows/packaging has not been a priority well to increase EP Index according to ISO 140024:2018 standards (GLI Annual Report, 2019).

Lack of collaborate with customer to build program to reduce and to eliminate waste is a crucial thing that process of monitoring environmental compliance status and practices of customer and supplier operations is not in accordance with pre-standardized IGC Type-I. All this is related to environmental technology and knowledge acquisition in customer is not in accordance with expectations (GLI Annual Report, 2019).

Therefore, this research seeks to discuss the influence of customer environmental collaboration should be an important concern based on the findings of the field conditions and research gaps in previous literatures. Basic determination of research gaps is lacks of literature in reviewing on framework with unified role of GHRM practices, enabler employee green empowerment, customer environmental collaboration to support environmental performance and just limited to research recommendations only.

The others reasons that are related to local issue in IGC Type I in Indonesia state that customer environmental collaboration has low EP Index value compared to other EP Index from year to year. IGC industry Type I has a significant growth in Indonesia green industry and supports government programs of 52.39% in growing environmentally friendly business ecosystem. Awareness of users wants to live healthy and high demand understanding to maintaining hospitality of the environment become important thing. In addition, indicator of customer environmental collaboration on theoretical framework as mediation is one of

originality in this research. An emerging need exists for collaborating and cooperating with customers to maximize EP Index based on ISO 140024:2018 (GLI Annual Report, 2019).

Therefore, researcher can determine the interaction effect green human resources management practices, employee green empowerment to environmental performance mediating by customer environmental collaboration as objective of this research. The specific objectives of the study are (1) to examine the relationship GHRM practices, employee green empowerment and environmental performance; and (2) to determine the interaction effect GHRM practices, employee green empowerment to environmental performance mediating by customer environmental collaboration.

The remainder of this paper is organised as follows: Section 2 discusses literature review and outlines the hypotheses. The details of the research methods will be explained in Section 3, followed by a presentation of the finding and discussion in Section 4. Section 5 conclusion and suggestion will elaborate on the theoretical and practical implications, limitations, and possibilities for future research.

LITERATURE REVIEW

Stakeholder Theory (ST) indicates that green company are optimizing, connecting externalities and it always concerned many green employees (stakeholders), which are both internal and external companies. Externalities often cause green employee and environmental policy makers forcing to increase pressure stakeholder and customer related, to facilitate green employee empowerment and to reduce negative impact in improving environmental performance (Freeman, 2015).

In particular, stakeholder theory should be enhancing the company's objectives, it is related to stakeholders in maintaining environmental performance. In this research, stakeholder theory was adopted to identify lack of connection, between stakeholder management and customers to achievement companies and to improve the environmental performance support by enabling green employee empowerment (Donaldson & Preston, 1995; Freeman, 2015). It is more relevant because of the pressure of globalization into concept of green human resources management. Need to development of resource management has led stakeholder in field continues to evolve demands environmentally friendly standardization along with supply chain linkage. A stakeholder view of companies emerged, proposing that managers and customer always collaboration to maintain sustainability performance and then should design specific green practices and processes to manage and facilitate stakeholders' expectations (Argenti & Schoenl, 2018).

A Social Network Theory (SNT) considers that green organization as a function of social relations between the organization or individual in an organization can be developed in knowledge sharing practices for customers, in the form of customer environmental collaboration (Krause et al., 2007; Liu et al., 2017) . In green society tends to be under greater pressure to adopt practice of GHRM in connection with some activity's customer environmental collaboration. It has fewer controls on whether to adopt or not to adopt. Social network theory can bridge that matter to improve pattern of relationships that appropriate for

GHRM framework in enhancing environmental performance by customer environmental collaboration (CEC) program.

Resources based View (RBV) is a model that puts forward a competitive advantage based on resources. In this case, the role of green employee empowerment be a basic prerequisite that is crucial in improving the performance of the company, especially related to environmental issues (Wright, Dunford, & Snell, 2001).

RBV shows that competitive advantage can be supported by utilizing valuable resources and cannot be replaced. Knowledge management and acquisition through collaboration between suppliers, distributors and customers as an integrated framework are needed. Then, learning patterns of thinking and theoretical perspectives that focus on learning between organizations in the internal and external environments must be support by green employee/organization in an introductory knowledge acquisition program for the diffusion practice of GHRM and the optimization of employees in improving the environmental performance (Islam et al., 2017). It needs to be addressed seriously, these things to avoid that competency, capability owned by producers only, that may result in the purpose of producers as implementers of imperfect green practices on supply chain linkages. Various competitive dimensions still required to develop and to increase quality GHRM's practices that it can affect corporate sustainability performance consequently (Islam et al., 2017).

In addition, Ability Motivation Opportunity Theory (AMO) is very necessary in research to support concept of involving people in management and to participate concept of GHRM in companies completely. In the previous research, AMO can explain that individual performance can be motivation with collaborating with the customer towards sustainability performance through baseline green human resources management practices indicators mediating by green employee empowerment (Aina et al., 2019; Anwar et al., 2020).

The relationship of green human resources management practices (GHRM) and customer environmental collaboration (CEC)

Environmental cooperation with customers is cooperation among customers through a commitment to collective environmental objectives, such as joint planning and environmental problem solving. It also involves establishing a near and long-term strategic relationship with downstream customers (Yong et al., 2019; Yusliza et al., 2017).

GHRM literatures has been criticized for emphasizing activities within the boundaries of the organization while ignoring external environments, stakeholders, and supply chains. Employee green empowerment can help green employee develop labor standards for customers, and address issues related to skills outside of environmental performance related organizations (Yong et al., 2019; Yusliza et al., 2017).

Green human resources management are containing with job description; recruitment, recruitment, selection, training, performance assessment, rewards, employee involvement and employee acquisition. The GSCM literature recognizes the need for cooperating with suppliers and customers, but cooperation with external suppliers and customers is inherently

more complex and difficult than working within the organizational boundaries (Yong et al., 2019; Yusliza et al., 2017).

Thus, the difference between GHRM practice in terms of difficulties, such as recycling in an organization and environmental cooperation with customers and suppliers, requires further exploration. HRM factors such as stakeholder involvement and customer are considered important to be implement as a green practice (Yong et al., 2019).

GHRM implementation and green human resources benefits, for example, job satisfaction and employee/staff retention benefits. GHRM practice is aligned to specifically promote cooperation with customers and suppliers, employees are more motivated to address broader environmental issues (Yong et al., 2019). The opportunity to be involved is a key factor in this matter. When implementing the GHRM practices, some organizations can restrict their performance efforts to specific supply chains and functional sustainability. Based on the above arguments, the following hypothesis is posited:

H1. Green human resources management practices (GHRM) is positively related to customer environmental collaboration (CEC).

The relationship of the enablers of green employee empowerment (GEE) and customer environmental collaboration (CEC)

Based on the literatures study, the empowerment of green employees includes various activities that have relationships with job satisfaction. Employees can empower customers to achieve their goals and become motivated employees to lead to a profit companies environmentally friendly (Aina et al., 2019; Chaudhary, 2019; Yong et al., 2019).

Employee motivation levels can affect their internal satisfaction and employees feel empowered for collaboration on the basis of personal and organizational goals. In addition, GHRM practices can improve the lifestyle of employees to participate in good environmental practices (Chaudhary, 2019; Yong et al., 2019).

When they are empowered in pursuing green tasks within an organization, this will be called "Green Employee Empowerment" playing an important role in an organization. Empowerment of employees identified as a key element in the process of implementing the environmental management system. Green employee has an important role to provide moral support to their employees to ensure that employees are well motivated when they come to collaborate with customers (Yong et al., 2019). Therefore, we propose that green employee empowerment is an important factor influencing the adoption of CEC. Thus, the following hypothesis is posited:

H2. Enablers of green employee empowerment (GEE) is positively related to customer environmental collaboration (CEC)

The relationship of customer environmental collaboration (CEC) and environmental performance (EP)

Involving external partners should be able to provide benefits such as access to knowledge, new product development and a faster introduction to the market related products and services should be environmentally friendly. Collaboration with customers provides an

opportunity for the introduction of more efficient products and services to acquisition knowledge of diverse knowledge sources in customers (Yu et al., 2020; Zaid et al., 2018).

It is argued that companies need to cooperate with customer can contribute to improving environmental performance. Cross-functional collaboration includes integration between CEC function and cooperation within the company to integrate diverse knowledge resources to improve environmental performance (Yu et al., 2020; Zaid et al., 2018).

Corporate environment scheme includes environmental objectives and practices. Collaboration with customers requires cooperation with customers to design a cleaner production process that delivers prospective products with green products and services. This collaboration will be beneficial to companies in creating innovations, enhancing product design and manufacturing processes, and developing the whole in accordance with environmental regulations (Yu et al., 2020; Zaid et al., 2018).

Effect strategic collaboration policy on the effectiveness of green practices, the relationship between customer collaboration and environmental collaboration, can be directed to examine the influence of green operations on the overall performance of supply chain team, and learn green practices that can reduce environmental impact (Yu et al., 2020; Zaid et al., 2018).

Among the practices assigned to collaboration, cooperation with customers has the lowest score. Among the practices assigned to innovation, green organizations and green products differ significantly.

Thus, based on the aforementioned discussion, the following hypothesis is formulated for this study.

H3.   Customer environmental collaboration (CEC) is positively related to environmental performance (EP).

The mediating role of customer environmental collaboration (CEC)

Collaborative customer environment builds programs to reduce and eliminate waste; sharing of technological and environmental management knowledge; and monitoring the status of environmental compliance and customer/supplier operating practices (Younis, Sundarakani, & O'Mahony, 2019) (Younis et al., 2019).

Collaboration to improve environmental performance can be made by integration between customer functions, it means integration of technical knowledge between company products and research organizations; knowledge base is integrated into projects with technical cooperation and market knowledge across functions and across international borders; integration market knowledge, and environmental regulations (Younis et al., 2019).

Environmental collaboration of customers to environmental performance supports the environmental ability organizing; variations in the organization running green innovations with the support of other functions project is run solely by the organization. It needs collaboration to share prediction environmental issues to answer the lack of environmental issues shared in the project environment deployed through the organization (Uemura Reche et al., 2020). .

In the early stages, customers contribute by generating ideas and providing knowledge about the market, end customer demand and environmental requirements. At the final stage, customers contribute by participating in product testing as a pilot user. Companies tend to collaborate with leading market companies that lead users (Uemura Reche et al., 2020). This Study demonstrates the importance of having a wide network for improved environmental performance, similar to the results on the environmental network discussed by stakeholders. Thus, the following hypotheses are expressed.

H4. Customer environmental collaboration (CEC) mediate the relationship between green human resources management (GHRM) and environmental performance (EP).

H5. Customer environmental collaboration (CEC) mediate the relationship between the enabler green employee empowerment (GEE) and environmental performance (EP).

In this study, researcher trying to clarify concepts and propose relationships below to provide a context for interpreting the study finding and explain observation that encourage theory development that is useful to practice. As shown in Pictures 2 below researcher placed a logical and sequential design based on specific concepts and literatures derived from empirical observation.
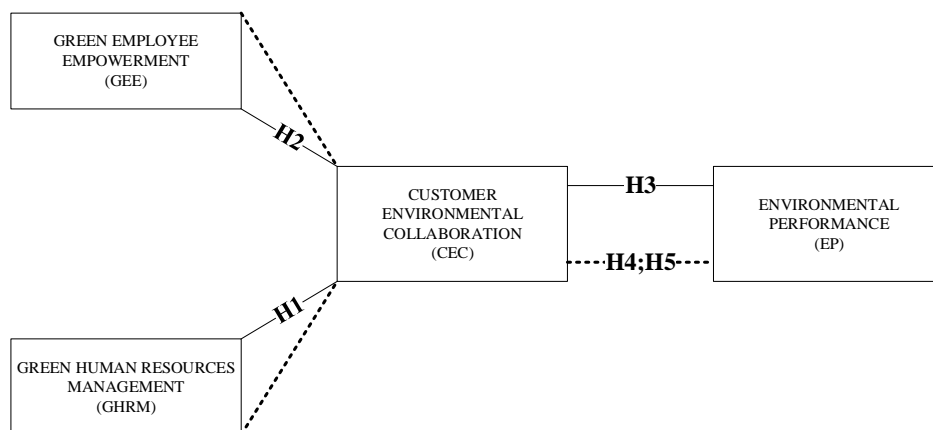
Picture 2. Research Framework

RESEARCH METHODS

The research method contains the type of research, sample, and population or research subject, time, and place of research, instruments, procedures, and research techniques, as well as other matters related to the research method. This section can be divided into several sub-chapters, but it is not necessary to include the numbering.

Philosophical framework that guides this research paradigm are linked to research design and a wide range for collecting and analysing primary data need to adopt a cohesive approach to ensure meets philosophical assumptions of this research paradigm. Primary data conducted in this research to generate from original source with questionnaire survey, interviews from company IGC Type I in Indonesia which have ISO 140024:2018 certified.

Methodology associated with the main paradigms in positivist study, a study methodology used to collect primary or secondary data from sample by researcher, researcher analysing the data statistically and generalizing the results to a population. Guided by these

criteria, in this study has given full attention to design of the survey sample, in particular the sampling method for deciding the composition as well as the size of the sample. A sample of 136 firms became 128 feedback respondents was randomly selected from the list of IGC Type 1. The independent, moderating, and dependent variables were all measured using multi- item scales. Whenever possible, measures were adopted or adapted from previous studies. Each scale item, except those for control variables, used a Likert- type response format ranging from 1 (not at all) to 5(great extent).

Krejcie and Morgan (1970) said that for N-Population = 210 managers refers to companies which have S= 136 managers, average response rate who give feedback questionnaire 128 only, a unit of analysis is manager (section category selected) as an individual respondent, representative of organization/companies. The pilot study from May 12th-20th, 2019 and survey conduct from the September 1, 2019 to November 19, 2019, (around 3 months). AMOS software utilized to carry out some of the statistical tests (Creswell, 2015) (Creswell, 2015) . The final stage involved using AMOS to the hypothesis testing and do analyze data. This chapter also outlines justification Structural Equation Modelling (SEM) Fundamentals of SEM techniques to maximize the explained variance of the endogenous latent constructs. In this chapter, researcher focus on predictive ability of model then examine the linkage between indicators and constructs. In this research, the development model based on the relationship of causality, in which a change of variables is assumed consequently change in another variable.

FINDINGS AND DISCUSSION

The results of the hypothesis testing are presented in this chapter followed by a detail analysis of the measure of model fit and generalizability of the model. Summary linking the objectives of the research to the results of the hypotheses testing. From 136 questionnaire that researchers distribute to company IGC Type I in Indonesia which have ISO 140024:2018 certified. Researchers receive feedback from their only 94.12% (128 questionnaire). The entire sample can be given to each manager by mail and meet directly on office and some conference and GLI 2019 Annual Meeting. Researchers make sure which sending by post mail and electronics mail by direct contact with phone. From the output of AMOS 25, Square Multiple Correlation (R-Square, R^2) Model fit is (0.623), meaning output the results that the model that influenced 62.3% of EP cover by all variable.

Mahalanobis distance measures the distance of the cases from means of the predictor variables and is the statistical technique used to supplement the boxplots in identification of multivariate outlier (Byrne, 2013). The diagnostics test for multivariate outliers using mahalanobis distance indicate there no significant outliers.

Researcher can see that in the pattern matrix above, researcher would need a sample size 128 at a minimum to achieve significant loadings for variables. Regardless of sample size, it is best to have loadings greater than >0.500. The results showed that the value of Kaiser Meyer Olkin Measure of Sampling of 0.920. Thus, the requirements of KMO meets the requirements for having a value above 0.5 (Byrne, 2013). Confirmatory Factor Analysis is one method of multivariate analysis that can be used to confirm whether a measurement model is constructed in accordance with that hypothesized. In the analysis o.
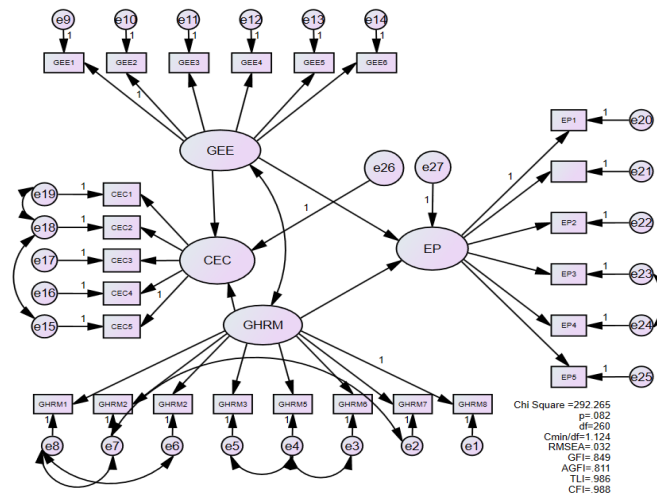
Picture 3. Research Hybrid Model

Confirmatory factor analysis, there is variable latent variables and indicators (Byrne, 2013). The latent variable is a variable that could not be formed and built directly while the indicator variable is a variable that can be observed and measured directly (Byrne, 2013). Estimation of the parameters in the Confirmatory Factor Analysis (CFA) generally based on the methods maximum likelihood (ML) (Byrne, 2013) as shown in Table 1 and Picture 3

Table 1. Goodness of fit index

Goodness of fit index	Cut-off Value	Estimation	Note
Chi-square (χ^2)		292,265	Good
Significance probability	$\geq 0,05$	0,082	Good
RMSEA	$\leq 0,08$	0,032	Good
GFI	$\geq 0,90$	0,849	Marginal
AGFI	$\geq 0,90$	0,811	Marginal
CMIN/DF	$\leq 3,00$	1,124	Good
TLI	$\geq 0,95$	0,986	Good
CFI	$\geq 0,95$	0,988	Good

The research is considered reliable Cronbach Alpha (0.912) when giving consistent results for the same measurement. Unreliable if repeated measurements that give different results. If the value of the alpha reliability means > 0.708 sufficient (sufficient reliability) while if alpha > 0.80 suggest entire items reliability and all tests consistently has strong reliability (Tabachnick & Fidell, 2012; Byrne, 2013). In analyzing the item corellations, researchers using AMOS to view data corellation and covariance between variables. Testing is done by looking at the t-Value with a level of significance of 0.05. A value of the t-Value in the programme AMOS is the value of Critical Ration (C.R) on the Regression Weights: (Group number 1-Defaults model) fit model (Full Model). If the Critical Ratio (C. R) > 1,967 or value the probability (p) then H0 0.05 < rejected (the research hypothesis is accepted) (Tabachnick & Fidell, 2012). The results of the processing of AMOS can be seen in Table 2 as below.

Table 2. Regression Weight: Covariance (Group number 1- Default Model)

ITEMS			Estimate	S.E.	C.R.	P	Sig
CEC	<---	GEE	.374	.147	2.541	.011	S
CEC	<---	GHRM	.494	.148	3.330	***	S
EP	<---	CEC	.324	.118	2.738	.006	S
EP	<---	GEE	.273	.117	2.334	.020	S
EP	<---	GHRM	.332	.132	2.524	.012	S

Note: S = Significance

The relationship between GHRM and CEC; GEE and CEC have t-Value or C.R (> 1,967); have positive relatonship and significant.

The steps will be done in explaining these hypotheses the researcher starts with explaining the items which are considered valid to represent the independent variable, the dimension of the mediator and the dependent.

Then, the second step with attention to the table for direct and indirect relationship hypothesis which has been suggested in this study, to answer specific objective this research. To explain the hypothesis then researcher's analysis that

(H1) There is a positive significant effect between GHRM and CEC.
(H2) There is a positive significant effect between GEE and CEC.
(H3) There is a positive significant effect between CEC and EP.

The relationship between CEC and EP; GEE and EP mediate by CEC; GHRM and EP mediate by CEC have t-Value or C.R (> 1,967); have positive relatonship and significant.

(H4) Customer environmental collaboration (CEC) mediates the relationship between GHRM and EP positively.
(H5) Customer environmental collaboration (CEC) mediates the relationship between GEE and EP.

This section summaries the results of the hypothesis testing and conclusions drawn on the purpose of this research. The objectives of this research to determine the mediating effects of customer environmetal collaboration on green human resources management practices (GHRM) and the enabler green employee empowerment its impact in environmental performance performance.

In this research, green employee empowerment implementation and green human resources benefits, has positive benefits to enhancing EP. GHRM practice is positive aligned to specifically promote cooperation with customers and suppliers, employees are more motivated to address broader environmental issues. The opportunity to be involved is a key factor in this matter. When implementing the GHRM practices, some organizations can restrict their performance efforts to specific supply chains and functional sustainability. Customer environmental collaboration items can be conclude such as the following, CEC1,

CEC2, CEC3 CEC4 and CEC5. In this research, Factor Loading CEC3(0.87) and CEC5(0.88).

CEC3 explained organization need collaboration to share prediction environmental issues to answer the lack of environmental issues shared in the project environment deployed through the organization to customers itself. CEC5 explained knowledge base is integrated into projects with technical cooperation and market knowledge across functions and across international borders; integration market knowledge, and environmental regulations.

CONCLUSION AND SUGESTION

Researcher can determine the interaction effect green human resources management practices, employee green empowerment to environmental performance mediating by customer environmental collaboration as objective of this research. The specific objectives of the study are (1) positive relationship between GHRM practices, employee green empowerment and environmental performance; and (2) researchers have determine positive interaction effect GHRM practices, employee green empowerment to environmental performance mediating by customer environmental collaboration.

Items which have impact on customer environmental collaboration must be under line is need collaboration to share prediction environmental issues to answer the lack of environmental issues shared in the project environment deployed through the organization to customers itself and then knowledge base is integrated into projects with technical cooperation and market knowledge across functions and across international borders; integration market knowledge, and environmental regulations must be program by green practitioner to enhance environmental collaboration. Understanding the needs of demand customers to meet customer environment requirements and create customer value.　In achieving environmental objectives collectively, reducing environmental impacts. GHRM in achieving environmental sustainability involves the synchronization of typical human resource management practices with environmental objectives of green organization.

With the recognition of increasing environmental responsibility, green employee empowerment has considering human or behavioral factors in their environmental initiatives will lead to inefficient environmental performance. This study has several implications for practitioners. Our findings of the significant relationships between GHRM and environmental cooperation with customers and suppliers provide important guidance for green employee empowerment. To date, in most organizations the HRM function has lacked a powerful voice in sustainability circles.

Future research is encouraged to collect data from multiple respondents' perspectives, which could increase the validity and reliability of the research by providing a more comprehensive analysis. Fourth, we selected GHRM dimensions that emphasize intrinsic motivation. We have not included practices such as remuneration, rewards, and performance measures, because they might act as a form of extrinsic motivation that discourages self-worth and determination with bigdata analysis and talent capabilities.

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