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The Influences of Perceived Usefulness and Perceived Ease of Use of e-HRM on Successfulness of Green HRM Among Employees

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Abstract: Post-COVID-19 pandemic, the hospitality industry faces a major challenge to integrate technologies that support efficiency and sustainability, including the adoption of e-HRM (electronic Human Resource Management) systems in support of Green HRM (GHRM). This study aims to examine the influence of perceived ease of use (PEOU) and perceived usefulness (PU) e-HRM on the successful implementation of GHRM in the four-star hospitality sector in Batam, with attitudes towards use (ATU) as a mediating variable. The research is quantitative with a survey method using a questionnaire of 238 hotel employees who were selected by purposive sampling. The analysis was carried out using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS). The results show that PEOU and PU have a significant influence on the success of GHRM, both directly and through ATU. However, PU did not show any significant influence on the ATU. These findings indicate that the perception of ease of use of the system is more important in building a positive attitude than the direct benefits felt. In conclusion, the implementation of e-HRM designed with easy access and intuitive features can strengthen employees' commitment to the company's sustainability initiatives through GHRM.
Keywords: e-HRM; Green HRM; Perceived Ease of Use; Perceived Usefulness

INTRODUCTION

After the COVID-19 pandemic subsided, the hotel industry experienced major challenges in efforts to recover and adapt to more efficient and sustainable operational needs. This challenge is in line with the increase in travel activities so it affects the increase in revenue in the hotel industry. This can be seen from the number of Indonesian tourist movements in the first semester of 2023 which increased by 12.57% from 2022 which reached 433.57 million trips (Ministry of Tourism and Creative Economy/Baparekraf RI, 2023) . Overall, industry revenue is expected to grow at an annual rate of 1.1% to $1.5 trillion from 2018 to 2023. In April 2022, there was a significant increase in the number of foreign tourist visits to the city of Batam, reaching 8,149 visits. This increase reached 718.99 percent when compared to the previous month, where foreign tourist visits in March 2022 were only 995. More interestingly, when compared to April 2021, there was an extraordinary increase of 3,707.94 percent. During the period from January to April 2022, foreign tourists from Singapore dominated visits to Batam City, reaching an average of 27.21%, an increase of around 6.52% compared to 2021 which recorded 20.69%. The average length of stay of foreign and Indonesian guests in star hotels in Riau Islands Province in 2022 was 1.50 days, a decrease of 0.62 days compared to the average length of stay in the previous year. (Ibisworld, 2023) (Batam, 2022)

Related to this context, the adoption of the use of technology in the hospitality industry is strongly encouraged to ensure business sustainability. Currently, the transformation regarding the adoption of digital technology is also experienced by the hotel industry in human resource management (HRM). This e-HRM (electronic Human Resource Management) technology has been widely adopted as a form of efficiency and effectiveness in HR operations. This is a form of initiative movement in supporting green HRM practices (GHRM). Sustainability principles in HR such as reducing paper use,

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energy efficiency, and reducing the carbon footprint through digital processes are the integration of principles in GHRM. Research conducted on the tourism industry in Malaysia found that employees' comfort with e-HRM technology has proven to be more supportive of GHRM adoption because employees feel it is easier to adapt to environmentally friendly efforts. This study focuses more on the direct impact of technology on operational performance without examining the role of employee perception which in this case is a determining factor in the success of GHRM. His research found that the role of (Muchsinati, E. S., & Ardiansyah, 2023) (Muchsinati & Le Xuan, 2024) (Ramayah, 2022) (Rahayu, 2020) *perceived usefulness* and *perceived ease of use* in e-HRM is very important to improve HR management performance, especially in terms of reducing carbon footprint in the hospitality industry in Indonesia. However, this study does not directly correlate the aspect of hotel employees' perception of technology in the successful use of GHRM. Research on GHRM conducted by proves that the positive perception of the technology used in GHRM in the hospitality industry has a positive influence on (Zhang, Y., Lu, J., & Li, 2022) *perceived usefulness* and *perceived ease of use.* However, this study focuses on exploring employee attitudes toward environmental policies, not related to aspects such as e-HRM. This study also has not identified in detail perceived *usefulness* and *perceived ease of use* as factors that affect the successful implementation of GRHM in hospitality sector companies.

Based on the description above, it shows that research that specifically examines the influence *of perceived usefulness* and *perceived ease of use* of the use of e-HRM on the success of GHRM in the hotel industry, especially in the city of Batam, is still very lacking. There is a lack of exploration of how e-HRM can overcome obstacles in the adoption of GHRM in the hospitality sector, especially in the Batam city area, which has great potential to experience rapid tourism growth. So to fill this gap, further research was carried out regarding the influence of employee perception related to the benefits and ease of using e-HRM on the success of GHRM in hotel employees in the city of Batam.

Research conducted by (Akgunduz et al., 2020) found that environmentally friendly practices applied in the hospitality industry not only provide various benefits such as increasing portability and reducing operational costs but are also beneficial related to employee retention. The role of GHRM is also stated in the research (Shah & Soomro, 2023) GHRM includes a series of environmentally-oriented practices implemented by companies to achieve positive environmental management. Previous research has shown that GHRM has the potential to facilitate pro-environmental movement initiatives that encourage employee engagement. The study (Pham et al., 2020) (Tandon et al., 2023) noted the importance of employee involvement in implementing environmentally friendly practices to support the company's environmental programs.

E-HRM's Perceived Usefulness and *Perceived ease of use* are related to the extent to which employees have a sense of trust and acceptance of the use of e-HRM to improve their work performance. In addition, this will be related to work effectiveness, productivity, and the importance of one's work. His research shows that technological innovation in organizations plays an important role in encouraging its use to support competitive advantage, including in the use of e-HRM so that technology can provide added value in facilitating innovative strategies in organizations. Companies can gain a competitive advantage as a result of (Sentoso et al., 2024) (Wanaswa, P. S., Awino, Z. B., Ogutu, M., & Owino, 2021) *e-HRM perceived usefulness* and *perceived ease of use*, thus increasing the user's ability to understand the process easily. This can result in better effectiveness, resulting in greater cost reductions.

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The implementation of E-HRM is an important factor in the context of collaboration *perceived ease of use* and *perceived usefulness* (Anjum, N., & Islam, 2020). His research focusing on e-HRM shows that there is a positive relationship between the *perceived ease of use of e-HRM* and the *perceived usefulness of e-HRM*. In line with the research identified (Nyathi, 2024) *perceived ease of use* as a determining factor related to the willingness of employees to use e-HRM will affect *Perceived Usefulness*, which illustrates that the *perceived usefulness* of e-HRM is an important contextual variable for E-HRM.

The study suggests that consistent perceived ease of use influences users' attitudes towards technology in various contexts, including e-HRM so that it can predict the acceptance and implementation of such technology in organizations its research explains the fact that the application of e-HRM can increase e-HRM perceived usefulness even though several previous studies have shown that perceived ease of use of e-HRM does not increase the effectiveness of e-HRM Strategic and Technical (Marikyan et al., 2023) (Rawashdeh et al., 2021)

The use of e-HRM provides efficiency in human resource administration, facilitates access to information, and speeds up processes such as recruitment, training, and performance management. However, of course, it is also necessary to consider the aspects of data security and the availability of the underlying technology. (Idit Gaberman, 2021) The research was conducted by providing a literature review to understand the factors that affect attitudes towards (Chandradasa et al., 2021) *attitude toward using e-HRM*. The use of e-HRM has been carried out to improve HR operational processes and allow them to be distributed to employees and managers. E-HRM not only supports improving operational efficiency but also increases employee engagement and supports strategic HR practices through data-driven decision-making (Al-Alwan et al., 2022) (Cho et al., 2023) . User acceptance of e-HRM is believed to play a very important role in influencing a positive attitude towards the use of the system so that it can support the success of the company in implementing Green HRM.

Based on the description above, the formulation of the research framework and hypothesis in this study can be seen in the following figure:

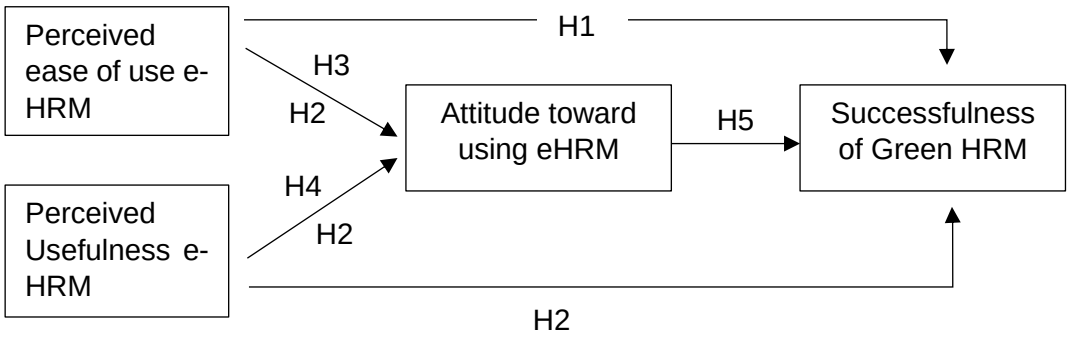

Figure 1. Research Model Framework
Source: Data that has been processed by the author (2024)

H1: Perceived Ease of Use e-HRM has a positive effect on the Succesfulness of Green E-HRM.
H2: Perceived usefulness of e-HRM has a positive effect on the Succesfulness of Green E-HRM.
H3: Perceived Ease of Use e-HRM has a positive effect on using e-HRM.
H4: Perceived usefulness of e-HRM has a positive effect on using e-HRM.
H5: Using e-HRM has a positive effect on the Succesfulness of Green E-HRM.

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H6: Perceived Ease of Use e-HRM has a positive effect on the Succesfulness of Green HRM mediated by Attitude Toward e-HRM.
H7: Perceived usefulness of e-HRM has a positive effect on the Succesfulness of Green HRM mediated by Attitude Toward e-HRM.

METHODS

This study adopts quantitative data analysis techniques that include two main approaches, namely descriptive statistical analysis and *Structural Equation Modeling (SEM)* based on *Partial Least Squares (PLS) analysis.* Descriptive statistics were used to analyze the demographic data of respondents including age, gender, education, current job, employment status, and work experience. This analysis uses the SPSS application to provide a detailed overview of the characteristics of the respondents without producing an overly general summary. The next test carried out is a hypothesis test. Hypothesis testing to find out the causal relationship of various variables. This research is explanatory where this study explains the position of the variables studied and the relationship between one variable and another. Therefore, this research is a type of descriptive and verifiable research. Descriptive research involves collecting data to test a hypothesis or answer a question about a research problem. The purpose of this descriptive study is to clearly describe the characteristics and variable properties of perceived ease of use of e-HRM, perceived usefulness of e-HRM, attitude toward using, and successfulness of e-HRM. (Sugiyono, 2021)

Hypothesis testing is carried out using SmartPLS to determine the relationship between latent variables. The SEM-PLS approach allows the analysis of the outer *model* in this study. The purpose is to evaluate the validity and reliability of the injector and the structural model (*inner model)* to test the causal relationship between latent variables. In this case, the latent variables are *Perceived Ease of Use (PEOU), Perceived Usefulness (PU), Attitude Toward Use (ATU*), and *Green Human Resource Management (GHRM).* The number of sample populations was determined based on the minimum SEM method according to (number of indicators x 10) so that 230 respondents were obtained. After the distribution of the questionnaire, the number of respondents collected was 238. The sampling technique used is purposive sampling. (Hair et al., 2019)

RESULT AND DISCUSSION

Based on the demographic data of the respondents, the total number of respondents who participated was 238 consisting of 56.7% of respondents who were female and 43.3% were male. Based on age, the majority of respondents were in the age group of 18-28 years as much as 54.2%, followed by the age group of 29-39 years as much as 36.6%, the age group of 40-50 years as much as 7.6%, the age group of 51 years and above as much as 1.3%, and the age group <18 years old as much as 0.4%. The employment status of the respondents, 59.2% are permanent employees and 40.8% are contract employees. A total of 44.5% of employees have worked for 2-4 years, 24.8% for 5-6 years, 21.8% for <1 year, and 8.8% of employees who have worked for more than 7 years.

Common Method Bias (CMB) or *Common Method Variance* (CMV) testing is conducted to ensure that the data used is unbiased or error-free. Only data that is free of CMB/CMV can be further analyzed. Based on this, data is considered free of CMB/CMV if the Variance (Hair et al., 2019) *Inflation Factor* (VIF) value is below 5.00. The results of the table.1 test shows that the data is not affected by *the Common Method Bias* (CMB) or Common *Method Variance* (CMV) because the VIF is below 5.00, so the analysis of the calculation results using SmartPLS can be continued.

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Table 1. CMB/CMV Test Result

Indicator	VIF
PEOU_1	2.101
PEOU_2	1.607
PEOU_3	2.066
PEOU_4	2.092
PU_3	1.398
PU_4	1.398
ATU_1	2.439
ATU_2	2.447
ATU_5	1.609
ATU_6	1.886
GHRM_1	2.019
GHRM_2	2.601
GHRM_3	2.363
GHRM_4	2.076
GHRM_5	2.251
GHRM_6	2.478
GHRM_7	1.922
GHRM_8	2.267

Source: Data that has been processed by the author (2024)

According to, the value (Wynne W. Chin, 1998) *outer loading* can be said to be valid if the indicator reaches a value of more than 0.6. Based on the results of the SmartPLS Model test above, five indicators were not included in the next analysis, the indicators that were not included were, PU_1, PU_3, ATU_3, ATU_4, and ATU_7. After removing the invalid indicator, a recalculation is performed. The calculation results show that all remaining indicators have met the convergence validity criteria so that further testing and analysis of data can be carried out.

The following figure is the result of SEM analysis which shows the relationship between latent variables in the study. The latent variables analyzed included Perceived Ease of Use (PEOU), Perceived Usefulness (PU), Attitude Toward Use (ATU), and Green Human Resource Management (GHRM). The PEOU_1 to PEOU_4 indicators show a significant relationship with PEOUs, with loading factor values above 0.7, indicating their validity. The path *diagram* of PEOU has a significant direct influence on the ATU with a coefficient value of 0.725, which shows that the perception of ease of use strongly affects the attitude towards use. In addition, PEOU also affects PU with a coefficient of 0.215, which shows that perceived convenience also supports the perception of usability. The PU variable, in turn, affects the ATU with a value of 0.394, while the ATU directly affects the GHRM with a coefficient of 0.332. The relationship between these latent variables reflects a complex path of influence, where perceptions of the ease and usability of technology use influence attitudes, which in turn impacts the implementation of GHRM. Overall, this model illustrates how personal factors (PEOU and PU) contribute to user attitudes (ATUs) and ultimately have implications for the implementation of environment-based human resource management practices. The values in the chart show a statistically significant relationship, with indicators having a high loading factor, indicating good model validity.

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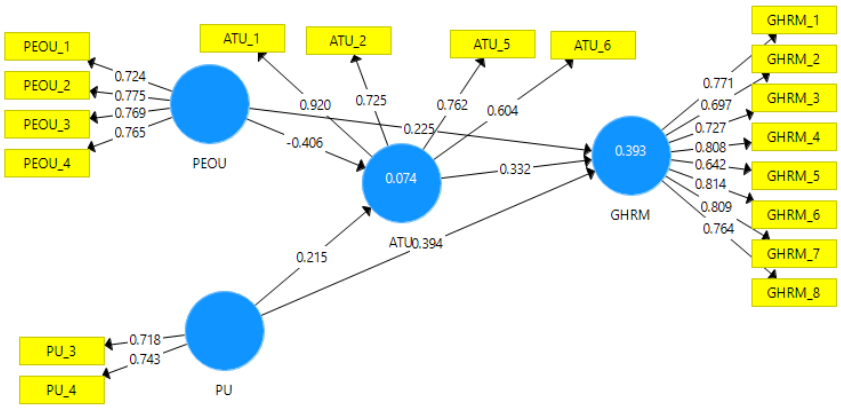

Figure 2. Smart PLS Model
Source*:* Data that has been processed by the author 2024

Table 2. Validity Test Result

Variable	Average Variance Extracted (AVE)	Conclusion
PEOU	0.575	Valid
PU	0.534	Valid
ATU	0.58	Valid
GHRM	0.571	Valid

Source: Data that has been processed by the author (2024)

The results *of the Average Variance Extracted* (AVE) test can determine the value of convergent validity. The AVE converge validity criteria can be said to be valid or met if the value reaches 0.5 or more than 0.5. The results of the data calculation are in the table 2 shows that all indicators that have been studied have an AVE value of more than 0.5, in this case, it shows that it has qualified for the convergence validity test. The data indicated that the variables used in the study were consistent with the measured constructs. (Ghozali, 2021a)

Table 3. Reliability Test Result

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
PEOU	0.845	0.844	Reliable
PU	0.696	0.696	Reliable
ATU	0.845	0.844	Reliable
GHRM	0.915	0.914	Reliable

Source: Data that has been processed by the author (2024)

There are two methods used to measure the reliability of construction variables*: Cronbach's alpha* and composite reliability. According to suggestions (Hair et al., 2019) *Rule of Thumb* is to evacuate these measures, by providing guidelines with a threshold of 0.6 or higher. If the reliability test results exceed 0.6, this indicates that each construct can be considered reliable. Based on the results of the reliability test, all constructs were evaluated using Cronbach's alpha method, and composite reliability produced values

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above 0.6. Therefore, the results of the research data test are in the table.3 conclude that all constructs are reliable.

Table 4. Cross Loading Test Result

	PEOU	PU	ATU	GHRM
PEOU_1	**0.724**	0.631	-0.248	0.292
PEOU_2	**0.775**	0.531	0.036	0.461
PEOU_3	**0.769**	0.557	-0.238	0.323
PEOU_4	**0.765**	0.661	-0.277	0.301
PU_3	0.524	**0.718**	-0.014	0.396
PU_4	0.619	**0.743**	-0.134	0.388
ATU_1	-0.121	0.001	**0.92**	0.300
ATU_2	-0.134	-0.137	**0.725**	0.231
ATU_5	-0.182	0.009	**0.762**	0.157
ATU_6	-0.335	-0.243	**0.604**	-0.017
GHRM_1	0.395	0.407	0.146	**0.771**
GHRM_2	0.282	0.385	0.192	**0.697**
GHRM_3	0.346	0.408	0.144	**0.727**
GHRM_4	0.348	0.43	0.214	**0.808**
GHRM_5	0.241	0.315	0.229	**0.642**
GHRM_6	0.381	0.472	0.154	**0.814**
GHRM_7	0.411	0.392	0.186	**0.809**
GHRM_8	0.328	0.425	0.189	**0.764**

Source: Data that has been processed by the author (2024)

The results of the discrimination validity test using cross-loading parameters are shown in Table 4, which shows that the correlation of each latent variable with each item is higher than the correlation of the item with other latent variables. In this case with a minimum threshold of 0.7, this result can be declared to meet the criteria for the validity test of discrimination. The table shows that all indicators are closely connected or have a high correlation with their respective variables, although there are some indicators with a correlation value below 0.7. (Ghozali, 2021b)

Table 5. Fornell Larcker Test Result

	ATU	GHRM	PEOU	PU
ATU	**0.761**			
GHRM	0.239	**0.756**		
PEOU	-0.237	0.455	**0.758**	
PU	-0.102	0.537	0.783	**0.731**

Source: Data that has been processed by the author (2024)

The validity test of the discriminant for Fornell-Larcker is presented in Table 5. According to the findings, if the AVE score of a construct is greater than the quadratic correlation with other constructs in the model, then the construct can be considered to have good validity (Fornell, C., & Larcker, 1981) .

Based on table 5. There are two variables, namely Perceived Ease Of Use and Perceived Usefulness that do not meet the criteria. This is because the correlation between the two variables is 0.783, still higher than the correlation in the variables themselves (0.758 and 0.731).

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Table 6. Direct Hypothesis Test Result

	Sample Mean (M)	T Statistics (|O/STDEV|)	P Values	Conclusion
PEOU -> GHRM	0.294	4.332	0.000	Significant Positive
PU-> GHRM	0.274	3.977	0.000	Significant Positive
PEOU -> ATU	-0.247	2.483	0.013	Significant Positive
PU -> ATU	0.069	0.792	0.429	No Significant Positive
ATU -> GHRM	0.296	4.197	0.000	Significant Positive

Source: Data that has been processed by the author (2024)

Table results 6. directly shows whether there is an influence between the variables studied. The value that shows the existence or absence of influence between these variables is obtained through the calculation of bootstrapping. The influence between variables according to, is considered significant if it can meet the Rule of Thumb of the T-statistic of 1.96 and the P-value is less than 0.05. (Hair et al., 2019)

Hypothesis 1 accepted: Perceived Ease of Use e-HRM has a positive effect on the Succesfulness of Green HRM.

The results of the bootstrapping analysis show that there is a significant positive relationship between the Perceived Ease of Use e-HRM and Green HRM. The calculated T-statistical value is 4.332 with a corresponding P-value of 0.000, meeting the criteria for the direct influence hypothesis test (*Path Coefficient).* These results prove that the first hypothesis of this study is accepted. Employees who consider that e-HRM can be used easily will tend to utilize the technology optimally in supporting Green HRM activities in the company. This means that when it is easier to use e-HRM by employees, the greater the potential for the system to be used in supporting the achievement of HRM practices oriented towards Green HRM. The results of this study are also strengthened by research conducted, where e-HRM can contribute to increasing the success of Green HRM. These results are also in line with (Shamout et al., 2022) (Rawashdeh et al., 2021) , which results in this finding showing an increase in the successful use of e-HRM to help companies to increase employees' commitment to the environment.

Hypothesis 2 accepted: Perceived usefulness of e-HRM has a positive effect on the Succesfulness of Green HRM.

The results of the bootstrapping analysis conducted prove that the second hypothesis in this study is acceptable. The t-statistic value obtained was 3.977, and the P-value was 0.000 from these results it met the criteria for the direct influence hypothesis test (*Path Coefficient).* These results show that the variable Perceived usefulness of e-HRM has a significant positive relationship with the implementation of Green HRM.

Practically, these results prove that when employees feel the benefits when using e-HRM such as when they feel efficient in their work process, reduce time and costs in completing work, or improve the quality of their work, then employees will tend to be motivated to continue using it. This condition can support the implementation of Green HRM in the company. This means that the greater the benefits felt by employees from the use of e-HRM, the greater the potential for success from efforts to implement Green HRM in a company. Employees are more committed to engaging in eco-friendly activities such as digitizing documents to reduce paper usage. This finding is reinforced by

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research that found that the perceived usefulness of e-HRM encourages companies to increase employee commitment in supporting environmentally friendly practices in the company. The benefits felt from e-HRM play an important role in the success of GRHM so that it can create environmental awareness to support employees to contribute to the (Rawashdeh et al., 2021) *company's* sustainability.

Hypothesis 3 accepted: Perceived Ease of Use e-HRM has a positive effect on attitude towards using e-HRM.

The bootstrapping test was also carried out to test the influence of perceived ease of use of e-HRM on attitude toward using e-HRM. The results of data analysis showed a t-statistical value of 2.483, with a P-value of 0.013. This value indicates that there is a positive influence on the relationship between the two variables. These results found that when employees find e-HRM easy to use, employees tend to develop a positive attitude towards the use of e-HRM. The convenience in question can be in the form of ease of navigation on the system, ease of accessing the system, and attractive and intuitive display in the interface. The positive attitude shown by employees reflects employees' trust in technology and their desire to continue using it in their daily work. When the e-HRM system is designed to minimize technical barriers, employees tend to be more receptive to the technology and view it as supporting their work productivity. This finding is consistent with the results of research conducted by those who stated that increasing the ease of e-HRM significantly affects user attitudes. The study also found that a positive attitude towards technology often develops into the user's intention to use the technology sustainably (Giri et al., 2021).

Hypothesis 4 rejected: Perceived usefulness of e-HRM has a positive effect on attitude towards using e-HRM.

The test was conducted to see the relationship between the perceived usefulness of e-HRM and attitude towards using e-HRM. The t-statistical value in the test was 0.792 and the P-value was 0.429. These results suggest that this hypothesis is rejected. This means that the perceived usefulness of e-HRM is not strong enough to influence employees' attitudes to use e-HRM. Although employees may be aware of the benefits of using e-HRM, it is not strong enough to form a positive attitude of employees to use this system continuously. This has the potential to be a result of a lack of experience using the technology, the complexity of the system, or also due to a lack of organizational support. The results of this study contradict the findings of the study which found that the perceived usefulness of e-HRM can increase positive attitudes in employees to use the e-HRM system. The research shows that there is a perception of employees regarding the direct benefits felt when using e-HRM, which encourages a positive attitude to continue to adopt the use of technology (Rawashdeh et al., 2021) (Agustin et al., 2021).

This discrepancy is due to differences in the context of the research, such as organizational culture, and maturity level in using technology that shapes employees' perception of e-HRM. In addition, other factors have the potential to become disruptive variables such as the level of training, management support, or the existence of company policies regarding the use of e-HRM. It can be concluded that the importance of a holistic approach to understanding the perceived benefits of using e-HRM in employees affects their attitudes to use the technology.

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Hypothesis 5 accepted: Attitude Toward using e-HRM has a positive effect on the Succesfulness of Green HRM.

The results of data analysis showed a static T-value of 4.197, with a P-value of 0.000. This result proves that this hypothesis is accepted where there is a significant relationship between attitude towards using e-HRM and the *success of Green HRM*. These findings indicate that employees' positive attitudes towards the use of e-HRM directly have a positive influence on the success of Green HRM in the company. Employees with a positive attitude towards e-HRM tend to be more supportive and willing to be involved in efforts to implement *Green HRM* carried out by the company through the use of this technology. *Green HRM* practices refer to e-HRM technology applied as a form of environmentally friendly initiatives such as digitizing documents, reducing paper waste, and higher operational efficiency. This positive attitude tends to encourage employees to adopt and utilize these technology features effectively to contribute to the sustainability of the environment and the company's operations.

These findings are in line with the results of the study, which found that a positive attitude towards the use of e-HRM technology can increase the success of environmentally friendly programs carried out by companies. The research also emphasizes that the attitude of technology users plays an important role in creating a commitment to the sustainability and success of the Green HRM program. (Wang et al., 2020)

Indirect Effect

The indirect Effect is the result of bootstrapping analysis that highlights the influence of mediation and moderation variables in the research model. The Indirect Effect will be considered significant if it meets *the Rule of Thumb* criteria, with a T-statistic value exceeding 1.96 and a corresponding P-value below 0.05. These results are used to prove the next hypothesis related to the influence of moderation variables in this study. (Hair et al., 2019)

Table 7. Indirect Effect

	Sample Mean (M)	T Statistics (|O/STDEV|)	P Values	Conclusion
PEOU -> ATU -> GHRM	-0.072	2.199	0.028	Significant Positive
PU -> ATU -> GHRM	0.02	0.781	0.435	No Significant Positive

Source: Data that has been processed by the author (2024)

Hypothesis 6 accepted: Perceived Ease of Use e-HRM has a positive effect on the Succesfulness of Green HRM by being mediated by Attitude Toward e-HRM.

The results of the hypothesis test using *the bootstrapping* method showed a T-statistical value of 2.199, with a P-value of 0.028. These results show that the *Rule of Thumb* criteria for hypothesis testing by *indigent effect are met*. These results show that the ease of using the e-HRM system gives rise to a positive attitude towards the technology. This attitude then encourages employees to further support Green HRM initiatives in the company. The effect of this mediation is important because employees' attitudes towards the use of e-HRM play a central role in transforming the initial perception of the ease of use of technology to support the successful implementation of environmentally friendly policies. This means that the youth of the use of e-HRM will directly affect the success of *Green HRM* without a positive attitude towards technology.

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The results of these findings are consistent with research, which shows that employees' attitudes and trust in e-HRM play an important role in supporting the successful implementation of corporate policies oriented towards environmental sustainability efforts. The study also found the role of positive attitudes in creating a good experience for employees as e-HRM users and the results of policy implementation, including those related to (Niswah Muliati, 2019) .

Hypothesis 7 rejected: Perceived Usefulness e-HRM has a positive effect on the Succesfulness of Green HRM by mediating by Attitude Toward e-HRM.

The results of the data test using *bootstrapping* showed a t-statistical value of 0.781 and a P-value of 0.435. These results prove that although employees have a perception that e-HRM is beneficial, these benefits are not automatically considered as a positive attitude that supports the success of *Green HRM*. It can be concluded that the attitude towards the use of e-HRM is not strong enough to establish a relationship between the perception of its usefulness and the success of *Green HRM.* This indicates that there is a potential influence from other factors such as technology adoption rates, organizational support, or ongoing commitment.

This finding contradicts research, which found that employees' attitudes towards the use of e-HRM technology reinforce the relationship between the perception of the benefits of the technology and the success of its sustainable use. The study emphasizes that the benefits of technology such as reducing administrative waste and saving resources are considered sufficient to build a positive attitude in supporting the implementation of (Rawashdeh et al., 2021) *Green HRM.* An indication of the inconsistency between the results of this study and the study is that there is an attitude towards e-HRM that is not strong enough to be a mediator in this study. Employees feel that technology does not have a direct impact on environmental sustainability. The organizational context is also an indication of the inconsistency of the research findings where the organizational culture factor is less integrated between e-HRM and *Green HRM policies.* In addition, external factors such as the level of digital literacy of employees, clarity of environmental policies, and organizational support also have the potential to be the cause of the insignificance of the findings of this study.

Table 8. R-Square

Variable	Sample Mean (M)
ATU	0.057
GHRM	0.311

Source: Data that has been processed by the author (2024)

Research in table 8. The results of the R-Square test show the strength of different models. If the value of the R square is greater than 0.50 it indicates the result in the "Strong" category and if the value of the R square is less than 0.25 it indicates the result in the "Weak" category. These results indicate that the model in this study has the power to explain the relationship between independent variables and dependent variables. This means that the conceptual framework used succeeded in representing a significant causal relationship between independent variables and dependent variables to provide a strong basis for drawing conclusions and providing practical recommendations. (Hair et al., 2019)

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Table 9. Standardized Root Mean Square Residual (SRMR) Test Result

	Sample Mean (M)
Saturated Model	0.045
Estimated Model	0.045

Source: Data that has been processed by the author (2024)

The results of the SRMR (standardized root mean square residual) test are used to measure the fit of the structural model. These results measure the extent to which the model in this study is following the observed data. The SRMR results in the table above show that the SRMR value is <0.1. This means that the model produced in this study is consistent and consistent with the data, thus supporting the validity of the research results and the reliability of the model for further analysis purposes.

CONCLUSION

Based on the results of proving the hypothesis in this study, it can be concluded that the ease of use and perception of the benefits of e-HRM have a significant effect on the success of *Green* HRM. The influence of this relationship can be seen directly or through employees' positive attitudes towards the use of e-HRM. However, the perception of the use of e-HRM towards user attitudes does not have significant evidence in the findings of this study. Other factors such as trust and managerial support from the company have the potential to play a greater role in influencing the attitude and adoption of e-HRM in the company.

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