A BREAKTHROUGH MODEL TO CREATE BUSINESS INNOVATION IN BALI SMES

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ABSTRACT

The study aims at analyzing the direct and indirect effects of green human resources management, green innovative work behavior, knowledge sharing, and business model innovation in small and medium enterprises (SMEs) in Bali. This research is adressing two research gaps, such as: 1) promoting GHRM as an alternative that has rarely received attention in previous research. Several previous studies have focused on emphasizing the value proposition into the business model. The focus on human values is critical as a pro-environment business model prioritizes the sustainability of relationships with fellow human beings. A pro-environment business model will be able to survive if it is supported by the simultaneous interaction of humans and the environment to achieve harmonious relationships. 2) propose and test a model of green human resources management to business model innovation, as well as to demonstrate how it leads to knowledge sharing and innovative work behaviour. There were 300 SMEs in Bali who responded. Path analysis is used in the Structural Equation Modeling (SEM) equation with the help of SmartPLS. The results showed that: 1) green human resources management has a positive effect on business model innovation; 2) green human resources management has a positive effect on green innovative work behavior; 3) green human resources management has a positive effect on knowledge sharing; 4) green innovative work behavior has a positive effect on business model innovation; 5) knowledge sharing has a positive effect on business model innovation; 6) green innovative work behavior partially mediates the relationship between green human resources management and business model innovation; and 7) knowledge sharing partially mediates the relationship between green human resources management and business model innovation.

Keywords: Green human resources management, green innovative work behaviour, knowledge sharing, business model innovation

1. INTRODUCTION

A substantial body of literature examined that business model innovation (BMI) is critical to firm survival, business performance, and a source of competitive advantage (Ramdani et al., 2019). Exploring BMI helps businesses to approach and develop value propositions, creating, and capturing value for customers, suppliers, and partners (Pham et al., 2020). BMI is a breakthrough in increasing employment opportunities, changing customer expectations, technological advancements, and deregulation (Bashir & Farooq, 2019; Bashir & Verma, 2019). Thus, understanding and choosing which alternatives BMI can be explored are critical. Most established frameworks of BMI are less focused on green human resources management (GHRM) (Shahzad et al., 2019). However, tapping into the skills and competencies required for the new business model to motivate and involve individuals in the innovation process (Sanz-Valle & Jiménez-Jiménez, 2018), thus (Ramdani et al., 2019), tapping into a pool of talent is strongly related to the specific business model that is chosen. Previous studies claimed that GHRM could strategically influence individual contributions and their impact on project performance (Ren et al., 2018). Implementing BMI has to focus on human capital

since many scholars have observed the role of green human resources management (Geissdoerfer et al., 2018; Ramdani et al., 2019; A. K. Singh et al., 2020; Teece, 2018)

Knowledge sharing is the proclivity to learn, share, and codify knowledge to improve self-competence (Kmieciak, 2020; Usmanova et al., 2020) and is a pivotal trigger for transforming the business model's competence (Arsawan et al., 2020). Employees with greater knowledge sharing capacity are more likely to increase their competitiveness by gathering, organizing, and transforming knowledge into productive activities (Phung et al., 2019). However, developing a good business model based on knowledge sharing capabilities is difficult and requires additional development and refinement. There has been little research into the relationship between GHRM, knowledge sharing and business model innovation. The relationship between those variables are critical, both theoretically and strategically as interconnections between those constructs are gaining more attention in previous research (Bashir & Farooq, 2019). However, employees do not usually implement KS practices, hence capturing and reusing the best practices, that they risk repeating similar mistakes, and that they are likely to lose what employees learn but never share about suppliers, customers, partners, or competitors (Arsawan et al., 2020). The lack of knowledge sharing about suppliers, customers, partners, and even competitors can progress toward business model innovation.

This study was conducted on pro-environment-oriented SMEs. Nowadays, SMEs have encouraged green transformation which contributes to the achievement of the SDGs. The green transformation is gaining more attention as SMEs carrying out business activities and face risks related to environmental damage. SMEs with green transformation are fit-perceived to support social development and have a green perspective in a sustainable manner. As a result, the goal of this research is adressing two research gaps, such as: 1) promoting GHRM as an alternative that has rarely received attention in previous research. Several previous studies have focused on emphasizing the value proposition into the business model (Bashir & Verma, 2019; Ramdani et al., 2019). The focus on human values is critical as a pro-environment business model prioritizes the sustainability of relationships with fellow human beings. A pro-environment business model will be able to survive if it is supported by the simultaneous interaction of humans and the environment to achieve harmonious relationships. 2) propose and test a model of green human resources management to business model innovation, as well as to demonstrate how it leads to knowledge sharing and innovative work behaviour. The previous literature observed a fragmented section between GHRM and BMI (Chaudhary, 2020; Pham et al., 2020; Ren et al., 2018). In fact, if GHRM and BMI are viewed comprehensively, it will produce a model that can explain the form of innovation from upstream to downstream. This study aims to improve understanding of business model innovation by investigating the impact of green human resources management. Furthermore, it investigates the role of innovative work behaviour and knowledge sharing as a mediator. This research adds to the body of knowledge in both theoretical and practical ways.

2. RESEARCH METHODOLOGY

2.1 Data collection and Research Sample

This survey study was conducted at pro-environment-oriented SMEs in Bali province, Indonesia, as they were carrying out active contribution in implementing green human resources management which results in a unique point of business model innovation. The sample included 300 pro-environment-oriented SMEs divided into 8 provinces in Bali. The research used online questionnaires that were sent via google form and the participants were reminded once to fill the questionnaire. The number of participants who fill the survey are 300 respondents.

2.2. Instrument Measurement

Green human resources management used 4 dimensions using 5-point likert scale, namely employee life cycle, rewards, education and training, and employee empowerment.Questions items such as: my company sets green goals for its employees, my company considers allocating in rewards and compensation for green management, my company provides employees with green training to develop the knowledge and skills required for green management, and my company support employees' contribution to green management. Knowledge sharing is measured by 4 dimensions using 5-point likert scale, namely socialization, externalization, combination, and internalization (Ayanbode & Nwagwu, 2021; Julpisit & Esichaikul, 2019).Questions items such as: members of SMEs team view skill sharing as essential for the team's efficiency, culture of knowledge sharing exists among the members of SMEs team, best practices in training are shared among members of SMEs team, and my colleagues in the team accept that it is very important that everyone feels responsible for sharing knowledge internally Green innovative work behavior is used 4 dimensions using 5-point likert scale, namely idea exploration, idea generation, idea championing, and idea implementation (De Jong & Den Hartog, 2010). Questions items such as: I look for ways to improve current products, services or processes or trying to think about them in alternative ways, I do improvements in current work processes to create solutions for problems, I find support and building coalitions by expressing enthusiasm and confidence about the success of the innovation, being persistent, and getting the right people involved, and I make innovations as part of regular work processes, developing new products or work processes, and testing or modifying them. Business model innovation is measured by 4 dimensions using 5-point likert scale , namely value proposition, assets and capabilities, revenue and cost architecture, and actors in business networks (Bashir & Farooq, 2019).Questions items such as: my company has differentiated itself from its competitors and prioritisizing consumers preferences, my company prioritize environment, people, skills, technology, logistics or existing product lines that contribute to consumers, my company apply the profit streams of the organization, as well as the pricing strategies of the firm, and my company partnering with others to enhance the business value proportion.

2.3 Data Analysis and Findings

The data were analyzed using PLS-3.0 software, starting from evaluation of the measurement model, which was aimed at determining the validity and reliability of the dimensions' indicators used and subsequently testing the inner model through the resampling bootstrapping process.

3. LITERATURE REVIEW

3.1 Green Human Resources Management (GHRM)

Pham et al (2020) postulate the definition of GHRM as a bundle of human resources practices that involve green recruiting, green hiring, green training, green performance and appraisal, and green rewards. A set of GHRM is based on green awareness, competencies, knowledge, and standards to measure employee green sustainability performance and meet green targets (Yong et al., 2020). In a nutshell, GHRM is delivering an environmentally friendly program that values lower costs and green efficiencies to encourage the organization to condense and conserve resources. A form of its implementation, such as job sharing, teleconferencing, virtual interviews, recycling, online training, and the creation of

energy-efficient office spaces. According to (Chaudhary, 2020) it is a powerful mechanism for promoting pro-environmental behavior in the workplace. GHRM significantly improves employees' environmental awareness, attitudes, and behaviors (Ren et al., 2018).

3.2 Knowledge Sharing (KS)

The concept of knowledge sharing (KS) is a complex definition as it involves multiple perspectives to observe. The comprehensive concept entails a mutual exchange between implicit and explicit knowledge that aims to create new knowledge (A. K. Singh et al., 2020). Based on the process, KS consists of two forms; give knowledge and receive knowledge. According to Kmieciak (2020), KS integrally connects with communication and distribution of information which is considered elaborated by activities and practices. The author also argues that the whole process of KS actively engaged with employees to gain and consequently share knowledge with others employees (Nguyen et al., 2019). In summary, employees conduct KS, through which knowledge, experiences, and skills are employed in the workplaces.

3.3 Green Innovative Work Behavior (GIWB)

According to Phung et al., (2019) GIWB elaborates three components that promote individual innovation. The three components are idea creation, idea promotion, and idea implementation. Ide creation is the first step to generating an idea that is valuable and impactful in any field. Idea promotion is when an individual engages in social activities to promote an idea. Finally, idea implementation is a process that involves developing innovative prototypes or ideas that have an impactful prospect of being tried or used to solve organizations' problems. With the belief that individual innovative work behavior has positive effects on work outcomes, several researchers have dedicated increasing attention to factors that potentially foster IWB such as, KS and IWB (Usmanova et al., 2020) and KS determinants, behaviors, and GIWB (N. Singh et al., 2021)

3.4 Business Model Innovation (BMI)

Business model innovation is defined as a configuration of the entire business model or individual elements (Ramdani et al., 2019). BMI exist as a response to opportunities or challenges in the organization's environment for diversification and innovation (Geissdoerfer et al., 2018). Furthermore, BMI can be created in a variety of ways, ranging from an evolutionary process of continuous fine-tuning to a revolutionary process of replacing existing business models.

3.5. Research Hyphotheses

Companies whose business models are aligned with innovation require qualified human resources (Yong et al., 2020). Consequently, their organizational structures necessitate a workforce committed to innovation with sustainability concerns. The product launches and requires employees with the proper beliefs, attitudes, behaviors, and decisionmaking abilities. In addition, employees must demonstrate a "green culture" perspective and be able to provide products and services that place value and importance on the longevity of the planet. In short, green human resource management (HRM) is in vogue (Zaid et al., 2018). Based on this, a hypothesis is formulated as follows:

H1. Green human resources management has a possitive effect on business model innovation

Innovative work behavior is perceived as a crucial component to maintain firms competitive advantage (Bos-Nehles & Veenendaal, 2019). Furthermore, it has been observed that GHRM are predictor of innovation outcomes in the organization (Aboramadan, 2022). Implementing GHRM to green innovative work behavior is based on behaviour devoted to toward green ideas generation, promotion and realization (Khan et al., 2022). On the relationship between GHRM and GIWB, it can be argued that GHRM can positively contribute to GIWB for the following reasons. First, employees who received GHRM will promote more environmental knowledge and innovative concepts that contribute to business model innovation (Ramdani et al., 2019). Second, green training and coaching practices allow employees to gain the knowledge and skills required to strengthen their innovative practices. Third, green performance assessment and incentive strategies will motivate employee behaviors with the organization's environmental goals (Guerci et al., 2016). Fourth, previous research suggested that in exchange for the organization's commitment to HRM, employees usually repay the organization with innovative work behaviors. Thus, it aligns with the social exchange theory. We propose that GHRM will improve green innovative work behavior among employees, Therefore, we propose the following hypotheses:

H2. Green human resources management has a possitive effect on green innovative work behavior

Scholars have investigated the underlying relation between GHRM and knowledge sharing. For example, GHRM help firms to sustain and enhance positive environmental outcome through their role in managing the learning of knowledge (Rubel et al., 2020). Similarly, Bhatti et al. (2021) observed how GHRM influenced employees performance in the project based SMEs in Pakistan. Likewise, the study found that knowledge sharing mediates the relationship between GHRM and innovation performance. According to Khan et al. (2022) GHRM enable employees to build a well-organized and effective environment to acquire, assimilate, and share their knowledge that leads to employee green behavior. GHRM perceives as supportive HR practices that enhance the culture of shared knowledge to improve employee's performance,

Researchers show knowledge sharing as a core process of knowledge management. It has been studies at both the organizational level (Vrontis & Christofi, 2021) and the individual level (Zhixia et al., 2018). At an individual level, knowledge sharing is perceived as the underlying mechanism to which employees share their acquired knowledge with their peers. It is becoming critical to employees to share their knowledge as it is possibly contribute to the firm's profits. We propose that GHRM will improve knowledge sharing among employees, leading to better business model innovation outcomes as such employees will be more critical and creative, and they will be more successful in creating new knowledge. Therefore, we propose the following hypotheses:

H3. Green human resources management has a positive effect on knowledge sharing

According to Phung et al., (2019) GIWB elaborates three components that promote innovation. The three components are idea creation, idea promotion, and idea implementation. IdeA creation is the first step to generating an idea that is valuable and impactful in any field. Idea promotion is when an individual engages in social activities to promote an idea. Finally, idea implementation is a process that involves developing innovative prototypes or ideas that have an impactful prospect of being tried or used to solve organizations' problems. With the belief that individual innovative work behavior has positive effects on work outcomes, several researchers have dedicated increasing attention to factors that potentially foster

IWB such as, KS (Usmanova et al., 2020) and KS determinants, behaviors, and IWB (N. Singh et al., 2021), Based on this, a hypothesis is formulated as follows:

H4. Green innovative work behavior has a possitive effect on business model innovation

It is essential to the success of any business model to share knowledge (Bashir & Verma, 2019). In order to encourage and motivate employees to share their productive knowledge about new business models, knowledge sharing is a useful tool. For a successful business model, organizations must recognize the importance of knowledge transfer at every level of management. Many have argued that in the new, rapidly expanding business models, traditional mechanisms of knowledge sharing are still effective and feasible (Bashir & Farooq, 2019). Based on this, a hypothesis is formulated as follows:

H5. Knowledge sharing has a possitive effect on business model innovation

A set of GHRM is based on green awareness, competencies, knowledge, and standards to measure employee green sustainability performance and meet green targets (Yong et al., 2020). In a nutshell, GHRM is delivering an environmentally friendly program that values lower costs and green efficiencies to encourage the organization to condense and conserve resources. A form of its implementation, such as job sharing, teleconferencing, virtual interviews, recycling, online training, and the creation of energy-efficient office spaces. According to (Chaudhary, 2020) it is a powerful mechanism for promoting pro-environmental behavior in the workplace. GHRM significantly improves employees' environmental awareness, attitudes, and green innovative work behaviors (Ren et al., 2018). According to recent research, the degree of business model innovation determines a firm's survival (Teece, 2018). However, changing business models is said to be difficult because it necessitates a systemic and holistic approach that takes into account the relationships between core business model elements. As previously stated, changing one element affects not only the other elements but also their interactions. The resources and competencies of a firm, as well as its value proposition and organizational system, are constantly interacting, and this has an impact on business performance (Ramdani et al., 2019). Business model innovation can be created by connecting activities in a novel way that adds value. Therefore, we propose the following hypotheses:

H6. Green innovative work behavior partially mediates the relationship between green human resources management and business model innovation

GHRM perceives as supportive HR practices that enhance the culture of shared knowledge to improve employee's performance (Rubel et al., 2020). According to Khan et al. (2022) GHRM enable employees to build a well-organized and effective environment to acquire, assimilate, and share their knowledge that leads to employee green behavior. Scholars have mentioned about the role of knowledge sharing in affecting business model innovation to be more effective and feasible (Bashir & Farooq, 2019). Based on this, a hypothesis is formulated as follows:

H7. Knowledge sharing partially mediates the relationship between green human resources management and business model innovation.
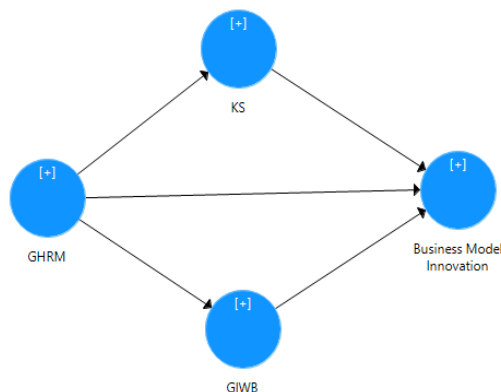
Figure 1. Conceptual Framework

4. RESULTS AND DISCUSSION

4.1 Outer Model Measurement

The methods used are consist of three measurements, namely, composite reability, convergent validity, and discriminant validity. Loading Factor (LF) shows the correlation between each item and its construct. The higher the correlation indicates that the measurement item is valid measuring the construct measurement. The estimation results of the model show that all LF of each item and its construct are above 0.70 which indicates that each measurement item is valid in measuring the construct it measures. The measurement model for each construct is acceptable where each measurement item has an LF 0.70 with a high level of reliability (CR 0.70) and a good convergent validity indicated by AVE 0.50. Each measurement item is valid and reliable reflecting construct measurement. Discriminant validity evaluation is accepted by HTMT methods (HTMT < 0.90) (table 1). Each focus measurement item measures its own construct and has low correlation with other constructs. The convergent validity method is used to measured the validity of indicator. Based on (Chin, 1998) the value that considered sufficient for loading factor are 0.50 – 0.60. The value of each indicator in this research was between. Thus, the outer loading meets the covergent validity. The discriminant validity model is measured with HTMT. The recommended HTMT ratio should be less than 0.90 (Leguina, 2015). In this research, the outer loading of each indicator was between, which means meet the HTMT criteria. The second step is to test the discriminant validity of indicators by comparing comparing the square root coefficient of variance extracted ($\sqrt{AVE}$) from each latent factor with the correlation coefficient between others in the model. The recommended value of AVE was above 0.50. The AVE value for GHRM was 0,731, The AVE value for GIWB was 0.559. The AVE value for KS was 0.717. Lastly, The AVE value for BMI was 0.741. This showed that the indicators representing the dimensions of variables in this study had good discriminant validity. The third step used composite reliability to measure the value between indicators of the variable. The results were reliable when the value of the composite reliability and Cronbach's alpha was > 0.70 (Chin W W, 1998) (see Table 2).

Table 1. Heterotrait-monotrait ratio (HTMT)

	BMI	GHRM	GIWB	KS
BMI				
GHRM	0,75			
GIWB	0,773	0,808		
KS	0,743	0,807	0,852	

	Cronbach's Alpha	rho_A	Composite Reliability
BMI	0,884	0,893	0,92
GHRM	0,875	0,883	0,915
GIWB	0,736	0,736	0,835
KS	0,867	0,87	0,91

Table 2. Contruct realiability and validity

4.2 Inner Model Measurement

The next step was to examine the inner model using three approaches, first, by evaluating the feasibility of the model by observing the results of the R2 analysis; second, by testing the model holistically using the predict relevance method (Stone, 1974); and, finally, by calculating the goodness of fit (GoF). Q^2 and GoF calculations used the R-square coefficient (R^2). R^2 showed the strength of relationships/information between exogenous and endogenous variables. The R^2 value of 0.67 was classified as a robust, 0.33 as a moderate and 0.19 as a weak model (Chin, 1998). As shown in table 3, the R^2 value of BMI was 0.540, GIWB was 0.423, and KS was 0.495. Meanwhile, according to Chin (1998), the R^2 value showed that the model was moderate, because it was greater than 0.33. The relationship between constructs was explained by 48%, while the remaining 52% was expressed by other external factors.

Table 3. R^2 and R^2 adjusted

	R Square	R Square Adjusted
BMI	0,54	0,536
GIWB	0,423	0,421
KS	0,495	0,493

4.3 Testing Research Hyphoteses

After the outer and inner model tests were completed, the next important step was examining the hypothesis which was carried out through two stages, namely, testing the direct and indirect effects of the exogenous and endogenous variable. In the output path coefficient, as shown in table 4, the direct relationship between variables was presented in the original sample. The path coefficient of the direct relationship between GHRM and BMI was 4.369 > 1.96, which means that it was significant, and hypothesis 1 was accepted. The coefficient of the relationship of GHRM with GIWB was 15.343 > 1.96, which means that it was significant; therefore, hypothesis 2 was accepted. The coefficient of the relationship of GHRM with KS was 17.810 > 1.96, which means that it was significant; therefore,

hypothesis 3 was accepted. The coefficient of the relationship of GIWB with BMI was 4.053 > 1.96, which means that it was significant; therefore, hypothesis 4 was accepted. The coefficient of the relationship of KS with BMI was 4.185 > 1.96, which means that it was significant; therefore, hypothesis 5 was accepted.

After obtaining the results of a direct relationship between variables, the next step was to determine the position of the mediating factors indirectly. In this research model, there were two paths of mediation that were tested, namely, GIWB and KS. Following (Leguina, 2015), the method used was by examining the value of VAF < 0.20, which means that there was no mediation, while 0.20–0.80 indicated partial and VAF value > 0.80 means full. Two mediations were tested in this study, it was concluded that, green innovative work behavior partially mediates the relationship between green human resources management and business model innovation where the VAF value was equal to 32 %, indicating that hypothesis 6 was accepted. At the same time, knowledge sharing partially mediates the relationship between green human resources management and business model innovation, with a VAF value of 38 %, which means hypothesis 7 was accepted.

Table 4. Path coefficients

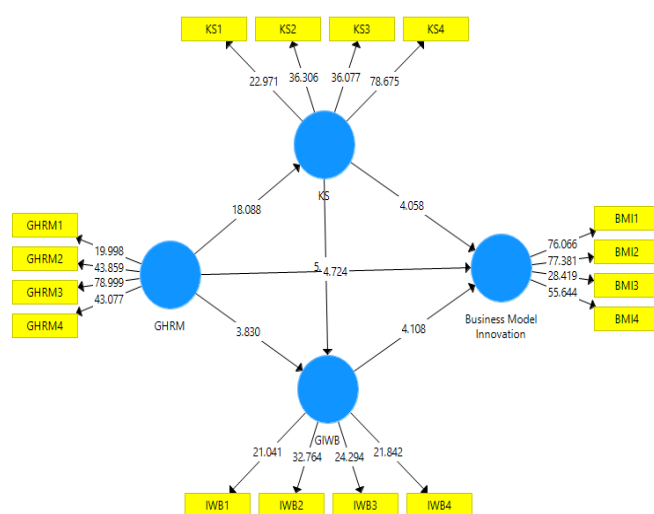|	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
GHRM -> BMI	0,319	0,31	0,073	4,369	0
GHRM -> GIWB	0,651	0,651	0,042	15,343	0
GHRM -> KS	0,704	0,703	0,04	17,81	0
GIWB -> BMI	0,231	0,232	0,057	4,053	0
KS -> BMI	0,278	0,284	0,067	4,185	0

Figure 2. Inner and outer model

5. CONCLUSION

Firm need some factor that make the implementation of business model innovation becomes succesfull. The role of green human resources management could be one of factors that contribute to suceed in possesing business model innovation. Another antecendents that affect business model innovation such as knowledge sharing and green innovation work behavior. Those 3 factors are results in signicant of business model innovation in 3 different ways. First, green human resources management support firm's possesing in business model innovation

through a set of human resources bundles that based on green awareness, competencies, knowledge, and standards to measure employee green sustainability performance and meet green targets (Yong et al., 2020). While the green human resources management has applied, employees will eager to perform green innovative work behavior (Ramdani et al., 2019) and knowledge sharing as both responses (Bashir & Farooq, 2019). The role of green innovative work behavior and knowledge sharing are mediating the relation between green human resources management to business model innovation. Optimizing green human resources management, green innovative work behavior and knowledge sharing was expected to create and promote business model innovation.

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