

GREEN HRM AND ENTREPRENEURIAL INTENTIONS AS DRIVERS OF BUSINESS PERFORMANCE IN STUDENT STARTUPS

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Abstract

Business sustainability is a concept that makes business not only beneficial to the economy, but also the environment and people's lives. One of the indicators in business sustainability is the optimization of business performance. Student business startups are businesses run by students that are expected to produce sustainable business performance. In order to support these achievements, it is necessary to improve performance through the implementation of Green HRM, focusing on the importance of human resource practices and entrepreneurial intentions possessed by students. The purpose of this study is to optimize business performance with the implementation of green HRM and entrepreneurial intentions in order to improve business sustainability for student entrepreneurs (Case Study, Students of UBis UniKL and Faculty of Science and Technology (FST) Universitas Duta Bangsa Surakarta). The course of the research begins with 1) the planning stage, which includes the collection of national and international journals relevant to the research study, the preparation of the conceptual framework and research title, followed by the preparation of proposals in accordance with the provisions, and 2) the implementation stage, which includes the preparation of questionnaire instruments and indicators, data collection, respondent questionnaires, and data analysis. The research method used tested the validity and reliability of the direct and indirect influence of independent variables of entrepreneurial intention and Green HRM mediated by business performance on the sustainability of students' businesses. The analysis tool used is a statistical test using SPSS version 18.0 combined with SMART PLS version 4.0. Sampling was carried out randomly on the population of all student entrepreneurs at UniKL Business School Malaysia, and students at the Faculty of Science and Technology (FST) Universitas Duta Bangsa Surakarta. The sample consisted of 380 respondents. Based on the results of data analysis with SMART PLS version 4.0, it is found that there is an effect of entrepreneurial intention on student business sustainability, meaning that H1 is accepted. There is an influence of green HRM on student business sustainability, meaning H2 is accepted. Similarly, the results show that there is an effect of entrepreneurial intention on business performance, so H3 is accepted. H4 is accepted, because there is an influence of green HRM on business performance as a mediating variable. Similarly, H5 is also accepted, because there is an influence of business performance on student business sustainability. Meanwhile, H6 and H7 are not accepted because there is no indirect influence between entrepreneurial intention and student business sustainability through business performance as a mediating variable.

Keywords: Business sustainability, green HRM, business performance, entrepreneurial intentions.

Introduction

Entrepreneurship education should develop entrepreneurial people and by equipping individuals with the right knowledge and skills to start and maintain their businesses (Yusoff, 2019). Sustainable business prospects are businesses that are able to create innovative and creative products (Rus-Casas et al., 2020). Innovation can include creativity, and innovation mechanisms, as important

indicators of economic and social development (Di Vaio et al., 2022). This can expand the fulfillment of individual needs, community needs, and implement business or business development for students to encourage sustainability (Qalati et al., 2019). Entrepreneurial intentions for students are oriented towards sustainability by providing the necessary knowledge and skills (Betáková et al., 2020). In particular, this needs to be supported by the role of innovation and entrepreneurial creativity in the student environment (Ayob et al.,

2023). Business start-ups are one way to open a business to measure the social impact of the business in its business sustainability assessment system (Di Vaio et al., 2022). The perceived opportunity is one factor that influences people's intention to establish a business the most (Fichter & Tiemann, 2020). University facilities are an external factor in the most valuable help that university could provide for students to encourage them (Gal, 2020). Sustainable Development Goals. Green HRM and Teaching Sustainability in Higher Education can be fulfilled (K. M. et al., 2024).

Entrepreneurial intentions are very important for the sustainability of a business so that the business always develops, innovates and of course will increase income (Onyekwelu & Nwoke, 2021). Entrepreneurial intentions for students have been identified as one of the main drivers of sustainable entrepreneurial opportunities (Boldureanu et al., 2020). Thus, the right human resources are needed to support future business performance (Eller et al., 2020). Green HRM is no less important than entrepreneurial intentions because Green HRM is a managerial approach that focuses on human resource practices that support the sustainability of the business environment (Azizi et al., 2021). Sustainable entrepreneurship education is achieved through Green Human Resource Management practices such as e-meetings, recycling, training and efforts to increase awareness related to the environment, economy, and society in the field of education (Beltrán-Martín & Bou-Llusar, 2018). Student business performance can be indirectly influenced by entrepreneurial intentions and the implementation of Green HRM (Romero-Colmenares & Reyes-Rodríguez, 2022). The development of these startups is also influenced by technology and innovation that helps improve operational efficiency, product differentiation, and organizational development (K. M. et al., 2024).

Along with the proliferation of business competitors, HRM optimization is important for more sustainable organizational management (Asriati et al., 2022). This needs to be in line with optimizing environmental performance in organizations that focus on sustainable development (Boudlaie et al., 2022). Student entrepreneurs at the Faculty of Science and Technology, Duta Bangsa University of Surakarta, Indonesia, and at UniKL Business School Malaysia in running their businesses have strong intentions. In addition, with the provision of entrepreneurial knowledge,

entrepreneurial internship experience, and the support of human resources who are committed to a good business, it will provide optimization in realizing sustainable business performance (Eliyana & Ma, 2019). Green HRM is the determinant for oriented business management not only to generate profits (Beltrán-Martín & Bou-Llusar, 2018), but also how student businesses are able to adapt to all existing business dynamics.

Student entrepreneurs in two faculties carry out their business by prioritizing the commitment of entrepreneurial intentions at the beginning of their business. So, their business can make a positive contribution in order to support business sustainability. This is in line with research (Petrova et al., 2020), that entrepreneurial intentions can encourage students' business achievements in the future. In addition, the implementation of Green HRM makes the business environment healthier and more competitive (Utomo et al., 2021). Generating new business is strongly influenced by the role of entrepreneurial intentions, including attitudes and behaviors affecting the strengthening of entrepreneurial intentions (Nowiński et al., 2019). Entrepreneurial intentions and green HRM have been implemented well by students at the Faculty of Science and Technology, Duta Bangsa University, Surakarta, Indonesia, and students at Universiti Kuala Lumpur (UniKL) Business School Malaysia. Before students start a business, they should emphasize the importance of the mindset of being an entrepreneur (Jena, 2020). Optimizing the entrepreneurial mindset for students requires an integrated approach between formal education, hands-on experience, and self-development. So that the role of the university is needed to encourage students to dare to start a business (Yuryevna et al., 2020).

Entrepreneurial intention is one of the determinants of student success in running their business (Boldureanu et al., 2020). In addition, good human resource management is needed, in supporting business sustainability in the future (Ren et al., 2018). So that good business performance will continue by increasing motivation, intention, and optimizing wise management of human resources. Efforts to improve student business sustainability are carried out by optimizing performance and implementing Green HRM to strengthen entrepreneurial intentions (Dingra & Padmavathy, 2019), especially student entrepreneurship at UniKL Business School

Malaysia (UBis UniKL) and the Faculty of Science and Technology (FST), Duta Bangsa University of Surakarta, Indonesia. Human resource management (HRM) in strengthening students' entrepreneurial intentions, especially for students at UniKL Business School Malaysia (UBis UniKL) and at the Faculty of Science and Technology, Duta Bangsa University of Surakarta (FST UDB). Students have been equipped with knowledge theories in entrepreneurship but have not been able to improve the performance of their business so that business sustainability is often not achieved. In addition, other problems faced by student entrepreneurs at UBis UniKL and FST UDB are the lack of optimization of entrepreneurial intentions and the lack of implementation of Green HRM in human resource management, which is a potential barrier for business sustainability.

Literature Review

Entrepreneurship education implemented in Higher Education is expected to develop entrepreneurial spirit and aspirations by equipping students with the right knowledge and skills to start and sustain a business (Betáková et al., 2020). Students are expected to become independent young entrepreneurs able to interact through information exchange and increased cooperation in various sectors (Hastuti & Utami, 2020). Behavioral control and principles owned by students indirectly affect the intention to become sustainable entrepreneurs (Thelken & de Jong, 2020). Entrepreneurship has the potential to reduce poverty, stimulate economic growth and boost innovation, in addition to enhancing social and environmental sustainability (Rashid, 2019b). One element that is thought to support entrepreneurial potential for students is entrepreneurial intention (Mahfud et al., 2020). Entrepreneurial intention involves the interaction of entrepreneurial attitude orientation, social capital, and psychological capital (Muñoz et al., 2020). The results of other studies show that entrepreneurial intentions for students are influenced by individual attitudes and are able to adapt to technological advances towards sustainable business creation (Romero-Colmenares & Reyes-Rodríguez, 2022). The study results show that the orientation of entrepreneurial attitudes, social capital, and psychological capital collaboratively and interactively affects students' entrepreneurial intentions (Gunawan et al., 2021).

Other studies show that sustainable entrepreneurial intentions are influenced by an individual's attitude toward creating a sustainable business, the perceived difficulty in carrying out such actions, and subjective norms (Rashid, 2019a). Entrepreneurial intention involves the interaction of entrepreneurial attitude orientation, social capital, and psychological capital (Thelken & de Jong, 2020). The study results show that the orientation of entrepreneurial attitudes, social capital, and psychological capital collaboratively and interactively affects students' entrepreneurial intentions (Thomassen et al., 2019). The results of other studies show that the intention of sustainable entrepreneurship is influenced by the attitude of individuals towards the creation of sustainable businesses (Reni et al., 2023), the level of difficulty perceived to carry out such actions, and subjective norms (Rashid, 2019a). This study contributes to and expands on previous findings regarding the positive relationship between individual sustainability orientation (Di Vaio et al., 2022) and entrepreneurial intention by theorizing about the perceived attributes of the green market as a mediation process to translate sustainability beliefs into entrepreneurial intentions (Martínez-Campillo et al., 2019).

Entrepreneurial intention by theorizing about the perceived attributes of the green market as a mediation process to translate sustainability beliefs into entrepreneurial intentions (Buil et al., 2019). Entrepreneurial intention is a very important initial impetus for students who want to enter the business world. Based on the results of other studies mentioning that there is a relationship between sustainability orientation and entrepreneurial intentions through the mediating paths of green design and green supply chain (Shahid, 2022). Human resource management (HRM) is essential for all types of businesses, as HRM and organizational performance have a positive relationship in improving business performance (Arokiasamy et al., 2023). The role of human resource management (HR), especially Green HRM, in the growth of business startups is expected to contribute to business management (Ibua, n.d.). HRM plays an important role in the growth of startups by considering the different perspectives of entrepreneurs and startup employees (Boudlaie et al., 2022). In recent years, Green HRM in human resource management has developed related to environmentally friendly practices in the business world (Dingra & Padmavathy, 2019),

especially in the context of student business startups operating in the creative industry.

The creative industries, which include sectors such as design, fashion, culinary, and media, play a crucial role in shaping cultural trends and consumer behavior (Bhattacharyya et al., 2021). Strategic HRM offers a promising approach to integrating environmental sustainability into a business startup (Yusoff, 2019). The performance management system must include sustainability in evaluating employees' contributions to environmental goals (Aburumman et al., 2020). Additionally, encouraging employee engagement through communication, participation, and recognition can increase commitment to environmental sustainability initiatives (Onyekwelu & Nwoke, 2021). Good human resource (HR) management, especially Green HRM, is able to increase business orientation and support superior performance (Moustaghfir et al., 2020). Human resource management plays an effective role for all types of businesses. The results of other studies show that HRM and the sustainability of business organizations have a positive relationship (Sadick & Kamardeen, 2020). The main goal of every business organization is to achieve a high level of performance in its goals and objectives (Arokiasamy et al., 2023).

Green HRM contributes to Service-Learning (SL), a teaching innovation method that combines learning and social commitment. Social commitment and business sustainability are the responsibility of students who run their business startups (Buil et al., 2019). Green HRM (GHRM) plays an important role in business sustainability and can support the growth of startup businesses through effective human resource management (Al-Abbadi & Abu Rumman, 2023). HRM plays an important role in startup growth by paying attention to the perspectives of entrepreneurs and employees (Veerasamy et al., 2023). Strategic human resource management (HRM) can integrate the concept of environmental sustainability into business startups by embedding sustainability into a performance management system that evaluates employees' contributions to environmental goals (Irunna Ejibe et al., 2024). Employee involvement through communication and participation is an effort to increase commitment to environmental sustainability (Petrova et al., 2020). Good human resource management, especially Green HRM, can help in improving business orientation and superior performance (Boldureanu et al., 2020).

Social commitment and sustainable business are the responsibilities of students who run startups (Irunna Ejibe et al., 2024). Implementing Green HRM will support the realization of a healthy and competitive business environment. If this is achieved, then student business performance will also be optimal (Biberhofer et al., 2019). Wise and responsible human resource management can indirectly improve sustainable business performance in the future (Carnevale & Hatak, 2020). Student entrepreneurial performance needs to be optimized not only by human resource development but also by human resource empowerment (Gunawan et al., 2021). Student entrepreneurial performance driven by optimal entrepreneurial intentions and the implementation of Green HRM aimed at business sustainability (Thelken & de Jong, 2020) can provide better learning arrangements in higher education or universities (Al-Shammari & Marhoon, 2022). Sustainability-driven entrepreneurship demonstrates an action-oriented view of the process and emphasizes individual relationships and opportunities (Covelli et al., 2020).

Therefore, universities have a responsibility in developing student competencies, a deeper level of knowledge about values and worldviews, and encouraging performance for sustainability-driven entrepreneurship (Biberhofer et al., 2019). Entrepreneurial students must increase their motivation and intention in doing business, including how to optimize human resource management in supporting business (Amberg & McGaughey, 2019). Student business startups are part of supporting a good business organizational culture, so it is necessary to improve the performance of Green HRM, focusing on the importance of HR practices as an important component to advance future business sustainability (K. M. et al., 2024). The development of student business startups is also an indirect impact of continuous new technology; innovation plays an important role in the survival of businesses in the future, in addition to improving operational efficiency, achieving product differentiation, and improving organizations (Petrova et al., 2020).

When businesses are under greater pressure, the concept of entrepreneurship with HRM optimization is needed for a more sustainable approach to managing business organizations (Wang & Shaheryar, 2020). Focusing on organizational change that improves environmental performance, we apply the concept of institutional entrepreneurship HRM involving internal and

external stakeholders to create value in an organization that pursues sustainability (Ren, 2020). Sustainable entrepreneurship education can be achieved through environmentally sustainable human resource management practices that link the environment, economy, and society in the field of education (K. M. et al., 2024). The concept of effective human resource management involves internal and external stakeholders in order to create sustainable business organization performance (Ren & Jackson, 2020). To better understand sustainable entrepreneurship, a lot of research has been done in this area, especially in the integration of all resources that support the business (Utami et al., 2023). The results of a study state that there are many factors that influence students' intention to engage in sustainable entrepreneurship (Ayob et al., 2023). In today's globalized era, in addition to business sustainability, it also creates business competitiveness (Jung et al., 2020).

In another study, it was explained that business competitiveness is supported by green human resource management, which is mediated by supporting factors for business performance (Sendawula et al., 2018). This research is important because environmentally friendly human resource management practices on campus are important for sustainable student businesses (Ganzin et al., 2020). In addition, higher education institutions should educate the global community about sustainable business performance, so that green human resource management has a direct and positive effect on business competitiveness (Khan & Muktar, 2021). The theme of green human resource management (GHRM) has received considerable attention in the higher education environment in supporting student business performance (Veerasamy et al., 2023). With good Green HRM planning, and optimization in student entrepreneurial intentions, will support business performance (Utami et al., n.d.). Sustainability of student businesses is a parameter in entrepreneurship management for students in higher education (Reni et al., 2023).

Other studies have shown that students have increased social commitment and business sustainability, as demanded by society from future business professionals (Martínez-Campillo et al., 2019).

Hypotheses

Figure 1 is presented pictures of the research path in order.

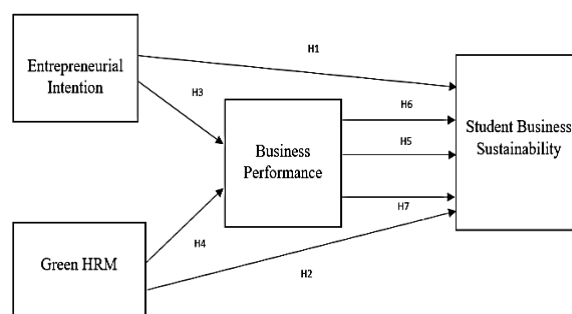


Figure 1. Research Thinking Framework

- H₁ : The influence of entrepreneurial intentions on student business sustainability
- H₂ : The influence of green HRM on student business sustainability
- H₃ : The influence of entrepreneurial intention on business performance
- H₄ : The influence of green HRM on business performance
- H₅ : The effect of business performance on student business sustainability
- H₆ : The effect of business performance mediation, between entrepreneurial intentions and student business sustainability
- H₇ : The effect of business performance mediation, between green HRM and student business sustainability

Research Methods

The problem-solving approach in the research uses quantitative statistical analysis that aims to test theories, and build facts, show combinations between variables, examine direct and indirect influences, provide descriptions based on the results of data analysis with statistics, and predict the results. Research designs that use a quantitative approach must be structured, standard, formal, and designed as carefully as possible in advance. The approach in this study focuses on how to optimize business performance results, and the implementation of Green HRM, to support business sustainability mediated by entrepreneurial intentions for students. Problem solving is carried out by reviewing several research studies that are relevant to the discussion to be analyzed in this study. The research respondents came from student entrepreneurs at Bachelor's level at UniKL Business School Malaysia, and FST UDB Surakarta students, so the data collection process was through questionnaires

Table 1
Operationalization of variables

Variable	Operational Definition	Code	Indicator
Entrepreneurial Intention (EI)	The tendency and readiness of an individual to start, own, and operate a business.	EI1	Intention to become an entrepreneur
		EI2	Readiness to start a business
		EI3	Professional aspiration to become an entrepreneur
		EI4	Willingness to own a new business
		EI5	Actively seeking business opportunities
Green Human Resource Management (GHRM)	Human resource management practices that integrate environmental principles and environmentally responsible behaviors into human resource management.	GHRM1	Environ-mentally oriented recruitment and selection
		GHRM2	Environmentally oriented training and development
		GHRM3	Performance evaluation aligned with environmental goals
		GHRM4	Environmentally based reward system
		GHRM5	Paperless digital work culture
		GHRM6	Implementation of a digital work culture
Business Performance (BP)	The extent to which a business successfully achieves its operational and economic performance objectives.	BP1	Revenue growth
		BP2	Operational efficiency
		BP3	Product/service quality
		BP4	Customer satisfaction
		BP5	Market acceptance
Sustainable Business Sustainability (SBS)	The ability of a business to maintain long-term business continuity by consider-ing economic, social, and environ-mental aspects.	SBS1	Ability to survive and remain in business in the long term
		SBS2	Value creation for society
		SBS3	Integration of environ-mental responsibili-ty into business operations
		SBS4	Resource utilization and financial stability
		SBS5	Ability to adapt to market changes

with online and offline methods. This research method includes several stages, including:

1. This study uses a quantitative descriptive research design aimed at describing the study of direct and indirect influences between business performance, the application of Green HRM, and entrepreneurial intentions on student business sustainability.
2. This study employs a quantitative method with a descriptive-explanatory design to evaluate the direct and indirect effects of the variables Entrepreneurial Intent (EI) and Green Human Resource Management (GHRM) on Student Business Sustainability (SBS) through Business Performance (BP) as a mediating variable.
3. The subjects/objects of this research are undergraduate students of UBis UniKL Business School Malaysia and students of FST UDB Surakarta. The research sample was taken based on the Krejcie and Morgan table (1970), that the population was 4000 students, so the sample was 380 respondents. The course of the research is to prepare a questionnaire with several question items according to the variable items. All respondents filled out a questionnaire distributed by the research team.
4. The analysis tool uses a combination of SPSS software version 18 and SMART PLS version 4.0. Furthermore, tests were carried out, including: validity test and reliability test, Mahalanobis distance, data outlier testing, and hypothesis test.
5. The next step is to test the model and look for the influence of independent variables on dependent variables, as well as looking for the indirect influence of independent variables mediated by mediating variables. The results of the data analysis are given a description and analysis. The last step is to prepare a report on the results of the research accompanied by the interpretation of the data from the analysis of SPSS and SMART PLS version 4.0. The model evaluation stages include:
6. Measurement Model Evaluation (Outer Model): Tests of convergent validity, discriminant validity, and instrument reliability (composite reliability and Cronbach's alpha).
7. Structural Model Evaluation (Inner Model): R-squared and F-squared tests, as well as hypothesis testing (path coefficients and t-statistics) to assess direct effects and indirect/ mediating effects.

Operationalization of Variables

To clarify the definitions of the empirical measurements for each latent variable under study, Table 1 is the matrix of operationalization for the research variables.

Results and Discussion

Results

Research Model with SMART PLS Version 4.0

After collecting data through a questionnaire distributed to research respondents, then recapitulated, followed by processing the data from the questionnaire with SMART PLS version 4.0. The following is presented with a picture of the framework analyzed with SMART PLS software version 4.0. This research framework is equipped with items for each research variable. The results are as in Figure 2.

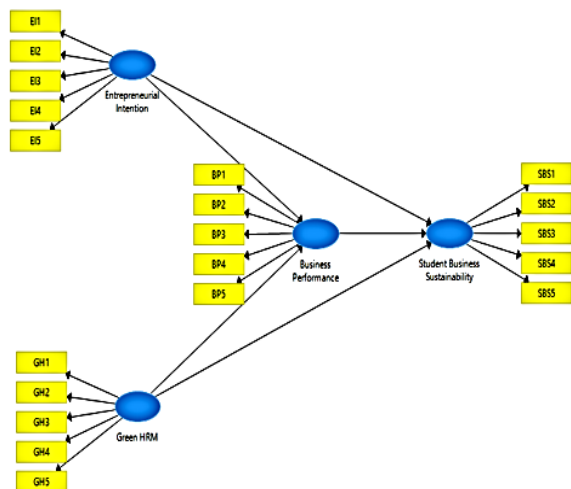


Figure 2. Research Framework with Variable Items

Based on the framework, this study consists of 2 (two) independent variables, including Entrepreneurial Intention and Green HRM; there is 1 (one) mediating variable, namely Business Performance; and 1 (one) bound variable, namely Student Business Sustainability. Each of these variables has 5 (five) indicator items that are included as statement items in the questionnaire distributed to the respondents of this study.

Outer Model Results (PLS Algorithm)

The outer model test aims to specify the relationship between latent variables and their

indicators. PLS analysis consists of testing the outer model to assess the validity and reliability of indicators, and testing the inner model to assess the structural model. The following is a picture of the results of the outer model of the PLS Algorithm for each questionnaire item. The outer model picture is as in Figure 3.

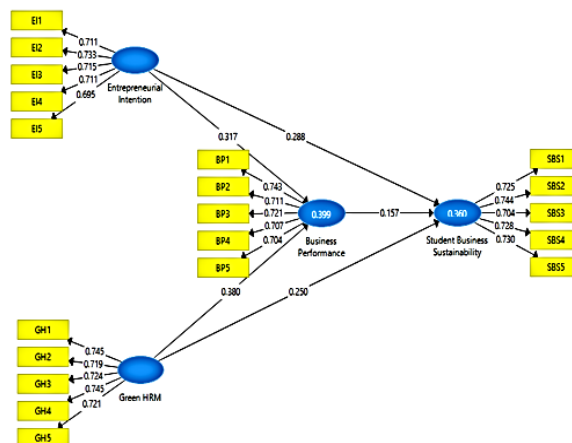


Figure 3. Outer Model Results (PLS Algorithm)

Meanwhile, the results of the calculation with SMART PLS version 4.0 obtained the results of outer loading as shown in the table 2.

Outer loading is a table that contains loading factors to show the amount of correlation between indicators and latent variables. Outer loading is one of the concepts used in path analysis using the PLS (Partial Least Squares) method in statistical research using SmartPLS. It is said to be valid if the outer loading value is > 0.70 . Based on the table above, the results show that all variable indicators are declared valid because they have an outer loading value > 0.70 .

Meanwhile, discriminant validity is carried out to ensure that each concept of each latent model is different from other variables. Validity testing is carried out to determine how precisely a measuring instrument performs its measurement function (Ghozali, 2016). Discriminant validity serves to measure the accuracy of the reflective model, and for the AVE value, discriminant validity is set at a minimum of 0.5, with better results above 0.5. The following table presents the results of discriminant validity, shown in the table 3.

Table 3 presents the results of the discriminant validity test using the Fornell-Larcker criteria. This test aims to ensure that each latent construct in this study is truly unique and empirically distinct from the other constructs. According to

the Fornell-Larcker criteria, a construct is considered to meet discriminant validity if the square root of the Average Variance Extracted (AVE) for each construct (indicated by the green-shaded diagonal values) is greater than the correlation coefficient between that construct and any other construct (the off-diagonal values in the column in Table 4).

Table 2
Outer loading results

	Business Performance	Entrepreneurial Intention	Green HRM	Student Business Sustainability
BP1	0.743	0.411	0.459	0.325
BP2	0.711	0.492	0.385	0.355
BP3	0.721	0.405	0.438	0.394
BP4	0.707	0.305	0.402	0.273
BP5	0.704	0.379	0.407	0.306
EI1	0.369	0.711	0.391	0.377
EI2	0.402	0.733	0.471	0.390
EI3	0.483	0.715	0.502	0.398
EI4	0.372	0.711	0.474	0.393
EI5	0.357	0.695	0.444	0.352
GH1	0.501	0.495	0.745	0.343
GH2	0.405	0.464	0.719	0.458
GH3	0.393	0.428	0.724	0.380
GH4	0.423	0.507	0.745	0.407
GH5	0.404	0.450	0.721	0.331
SBS1	0.322	0.337	0.403	0.725
SBS2	0.368	0.427	0.422	0.744
SBS3	0.321	0.349	0.368	0.704
SBS4	0.390	0.429	0.388	0.728
SBS5	0.274	0.398	0.324	0.730

Table 3
Discriminant validity results

	Business Performance	Entrepreneurial Intention	Green HRM	Student Business Sustainability
Business Performance	0.718			
Entrepreneurial Intention	0.561	0.713		
Green HRM	0.583	0.643	0.731	
Student Business Sustainability	0.465	0.537	0.527	0.726

Table 4
Fornell-Larcker test results

	Business Performance	Entrepreneurial Intention	Green HRM	Student Business Sustainability
Business Performance	0.718			

Entrepreneurial Intention	0.561	0.713		
Green HRM	0.583	0.643	0.731	
Student Business Sustainability	0.465	0.537	0.527	0.726

If the correlation of the construct with the measurement item on each variable is greater than the size of the other construct, then it means that the latent construct predicts the size on the block better than the size of the other block. The results show that the construct is able to predict better because the correlation in each variable is greater than the size of the other construct.

Reliability test is a tool used to measure the consistency of questionnaires, which is an indicator of variables or constructs. It is said to be reliable if Cronbach's Alpha > 0.6 and the composite reliability of all variables is greater than the tolerance limit of 0.7 and the average variance extracted (AVE) value is higher than the recommended limit of > 0.5. The results show that all constructs or variables in this research model have good reliability. The results of the reliability test are presented in the table below:

Table 5
Reliability test results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Business Performance	0.765	0.767	0.841	0.515
Entrepreneurial Intention	0.759	0.760	0.838	0.508
Green HRM	0.782	0.783	0.851	0.534
Student Business Sustainability	0.777	0.779	0.848	0.527

Based on the table above, the results were obtained that the variables were declared reliable if Cronbach's Alpha > 0.6 and the composite reliability of all variables was greater than the tolerance limit of 0.7 and the average variance extracted (AVE) value was higher than the recommended limit of > 0.5. Based on the reliability test, the results show that all constructs or variables in this research model have good reliability, because all variables have a Cronbach's Alpha value of > 0.60.

Inner Model

The inner model is a structural model used to predict causality relationships (cause-and-effect relationships) between latent variables or

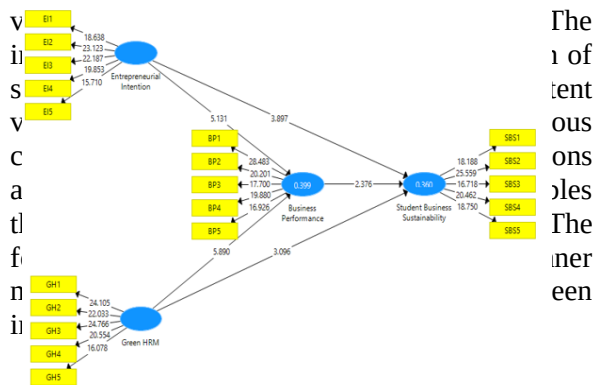


Figure 4. Results of the Inner Model with SMART PLS

R-Square Test

The Coefficient of Determination (R-Squared) test is a test to explain the amount of variation in the proportion of the dependent variable explained by the independent variable. In addition, the determination coefficient test can also be used to measure how well the regression line fits. The Adjusted R-square value is more suitable for knowing how the independent variable explains the dependent variable if the researcher uses more than 2 independent variables.

Table 6

R-square test results

	R Square	R Square Adjusted
Business Performance	0.399	0.396
Student Business Sustainability	0.360	0.355

The R-squared value of the belief system variable in the PLS output is 0.264. This shows that X1 and X2 are able to explain the belief system by 26.4%, while the remaining 73.6% are influenced by other factors.

Q-Square Test Results

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2)(1 - R_2^2)(1 - R_3^2) \\
 &= 1 - (1 - 0.399)(1 - 0.360) \\
 &= 1 - (0.601)(0.640) \\
 &= 1 - 0.385 \\
 &= 0.615
 \end{aligned}$$

The model is said to be good, or to have predictive relevance, if the Q^2 value is > 0. The results showed a Q^2 of 0.615 > 0, which means that the model formed is quite good.

Hypothesis Test Results

Table 7

Results of hypothesis test based on path coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STD EV)	T Statistics (O/STD EV)	P Values
Business Performance -> Student Business Sustainability	0.157	0.166	0.066	2.376	0.018
Entrepreneurial Intention -> Business Performance	0.317	0.316	0.062	5.131	0.000
Entrepreneurial Intention -> Student Business Sustainability	0.288	0.283	0.074	3.897	0.000
Green HRM -> Business Performance	0.380	0.385	0.064	5.890	0.000

Green HRM -> Student Business Sustainability	0.25	0.24	0.081	3.096	0.002
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The value of the path coefficient or inner model indicates the level of significance in hypothesis testing. A variable is said to be influential if it has a t-value of > 1.960 and a significance value of < 0.05 .

Based on the table above, the results of the p-value are obtained; it is stated that there are 5 (five) accepted hypotheses. This means that there is a direct influence between the independent variable and the mediating variable. In addition, the results also show that there is a direct influence between the mediating variable and the dependent variable, as well as the direct influence between the independent variable and the dependent variable. Based on the results of data analysis with SMART PLS version 4.0, it is found that there is an effect of entrepreneurial intention on student business sustainability, meaning that H1 is accepted. There is an influence of green HRM on student business sustainability, meaning H2 is accepted. Similarly, the results show that there is an effect of entrepreneurial intention on business performance, so H3 is accepted. H4 is accepted, because there is an influence of green HRM on business performance as a mediating variable. Similarly, H5 is also accepted, because there is an influence of business performance on student business sustainability. Meanwhile, H6 and H7 are not accepted because there is no indirect influence between entrepreneurial intention and student business sustainability through business performance as a mediating variable.

Discussion

Based on the SMART PLS results table above, the p-value results are obtained; it is stated that there are 5 (five) accepted hypotheses. This means that there is a direct influence between the independent variable and the mediating variable. In addition, the results also show that there is a direct influence between the mediating variable and the dependent variable, as well as a direct influence between the independent variable and the dependent variable. Based on the results of data analysis with SMART PLS version 4.0, the

results show that there is an effect of entrepreneurial intention on student business sustainability, meaning that H1 is accepted. This is in line with the results of the study that there is a positive impact of student entrepreneurial intention orientation in supporting the sustainability of entrepreneurship (Boldureanu et al., 2020). In addition, the concept of entrepreneurial intention becomes an analysis in efficiency in supporting the achievement of entrepreneurship education in universities, so it is necessary to prepare adequate knowledge by universities (Betáková et al., 2020). In other studies, it is also in line with attitudes towards sustainable entrepreneurship, subjective norms, and behavioral control perceived by students in developing businesses to achieve goals (Romero-Colmenares & Reyes-Rodríguez, 2022).

There is an influence of green HR on student business sustainability, meaning that H2 is accepted. This is in line with research results showing a relationship between Green HRM and green human capital contributing to efficient service-sector business performance (Munawar et al., 2022). The human resource function is one of those that has largely adopted this green factor, leading to the emergence of the term or method 'Green Human Resource Management,' also known as GHRM. Research results on Green HRM awareness among employees in a business organization show a positive role in increasing profitability (Dingra & Padmavathy, 2019). Environmentally friendly human resource management is needed so that business sustainability can be achieved. In this regard, the role of Green HRM and student business sustainability is inseparable. Teaching in Higher Education should be directed at how to manage human resources in supporting inclusive, sustainable business performance (K. M. et al., 2024).

Other results in this study show the effect of entrepreneurial intention on business performance, so H3 is accepted, since entrepreneurship has the potential to reduce poverty, stimulate economic growth, and encourage innovation, in addition to improving social and environmental sustainability. In accordance with human capital theory and previous empirical studies, it is assumed that entrepreneurial education and training directly correlates with positive entrepreneurial outcomes and, therefore, sustainable development. Entrepreneurial intention becomes an insight into

how educational technology can improve business performance (Rashid, 2019b). Other findings suggest that entrepreneurial awareness and attitudes influence the process of identifying opportunities for sustainable development (Eller et al., 2020).

Hypothesis H4 in this study is accepted, because there is an effect of green HR on business performance as a mediating variable. Entrepreneurship education based on the role model of successful entrepreneurs can positively influence students' entrepreneurial intentions; focusing on developing entrepreneurial skills has a different impact on these two groups (Boldureanu et al., 2020). Another study examined the implementation strategy of Green Human Resources Management (Green HRM) in Micro, Small and Medium Enterprises (MSMEs). In implementing Green HRM, this is done through training and development for employees, so that it can indirectly support sustainable business performance and improve the production process (Nofriyanti & Prasetya, 2024). There is also a correlation between the Green HRM, Green Innovation, and Green Commitment variables and the Sustainability Business variable, which is expected to be a reference in supporting similar research in the future (Hendarjanti, 2022).

Likewise, hypothesis H5 is also accepted, because there is an effect of business performance on student business sustainability. Business plans are an important element in enhancing entrepreneurship and encouraging entrepreneurial activity. The findings show that the promotion of business sustainability begins with the development of start-up businesses (Fichter & Tiemann, 2020). Business sustainability is a concept that makes business beneficial to the economy and the environment as well as people's lives. One indicator of business sustainability is the optimization of business performance. Student business startups can produce sustainable business performance. Business performance in entrepreneurship learning, in supporting the process of student business sustainability, needs to be carried out through the implementation of Green HRM (GHRM) by emphasizing human resource practices and entrepreneurial intentions owned by students (Utami et al., 2024). Other research results show that students who have a business commitment will be able to ensure effective and efficient business performance in a more holistic entrepreneurship education for business students (Martínez-Campillo et al.,

2019). Meanwhile, hypotheses H6 and H7 are not accepted because there is no indirect influence between entrepreneurial intention and student business sustainability through business performance as a mediating variable.

Conclusions and Implications

Based on the results of data collection and analysis, the following conclusions are obtained:

1. Business performance has a direct influence on improving student business sustainability at the Faculty of Science and Technology, Duta Bangsa University Surakarta and UniKL Business School Malaysia.
2. Student entrepreneurial intention has a direct effect on student business performance. So it is necessary to mature and optimize entrepreneurial intentions before students start a business.
3. Entrepreneurial intention as an independent variable directly affects the increase in student business sustainability at the Faculty of Science and Technology, Duta Bangsa University Surakarta and UniKL Business School Malaysia.
4. Green HRM as an independent variable has a direct effect on business performance, so that clean and responsible human resource management can improve student business performance.
5. Green HRM directly affects the improvement of student business sustainability at the Faculty of Science and Technology, Duta Bangsa University Surakarta and UniKL Business School Malaysia.

Suggestions

1. For further research, the selection of mediating variables should be re-emphasized, so that it will also provide significant results indirectly on the dependent variable. This study only consists of one mediating variable, namely business performance, and only two independent variables, namely entrepreneurial intention and green HRM, which may still be extended with several other independent variables that are expected to affect the increase in student business sustainability in the future.
2. It is hoped that the results of this study can be used as a reference for further research on

factors that are expected to influence the increase in student business sustainability, not only in the environment of students of the Faculty of Science and Technology, Duta Bangsa University Surakarta and UniKL Business School Malaysia.

3. It is necessary to strengthen entrepreneurial intention and green HRM in improving business performance, which can support the achievement of student business sustainability in the future, because a sustainable business will have a positive impact on business development and product diversification.

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