



Green Work Engagement Can Moderate The Effect Of Green Human Resource Management Variables On Employee Performance

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ABSTRACT

This research is quantitative research with an exploratory approach. The data used in this research is primary data that researchers obtained from distributing online questionnaires to 500 PTPN employees throughout Indonesia. The data obtained was analyzed using the smart PLS 4.0 analysis tool. The result in this article show the Green Human Resource Management variable can have a positive relationship and a significant influence on Employee Performance because the P-Values value is below the minimum acceptance standard and the significant level is 0.05, namely 0.002. This is because environmental/green-based Human Resource Management in companies can make the environment comfortable, the quality of workers increases, costs related to potential environmental damage are reduced, and income remains stable. Apart from that, the second hypothesis in this research also shows the same thing if the Green Work Engagement variable can strengthen the influence of the Green Human Resource Management variable on employee performance because the P-Values value is below the acceptable level and below the significance level. With employee involvement in HR management, the Company can create indicators or causes that explain the reasons why Green Human Resource Management variables can influence employee performance to become stronger. Thus the first and second hypotheses in this research can be accepted.

INTRODUCTION

According to (Opatha, 2013), GHRM is all activities in the development, implementation and maintenance of systems that aim to make employees of an organization have environmentally friendly behavior. According to (Nawang Sari, 2019), the Human Resources (HR)

function will be a driver of environmental sustainability in organizations by aligning their practices and policies with sustainability goals that reflect an environmental focus.

(Dumont, 2017) emphasize that GHRM is a practice that includes green recruiting, namely hiring employees with environmental awareness, green training to develop employees' skills, competencies and knowledge about environmentally friendly concepts, green performance appraisals to assess employees based on environmentally friendly concept standards, as well as green rewards to provide incentives to employees who understand and implement environmentally friendly concepts. Based on the explanation above, researchers believe that Green Human Resource Management can influence employee performance. (Guerci, 2016) researched the influence of GHRM practices on environmental performance in several manufacturing companies and the service sector in Italy. The research results show that the determinants of GHRM consisting of green recruitment, selection, training and compensation have a significant effect on environmental performance in manufacturing companies and the service sector in Italy. Previous research regarding the influence of GHRM on environmental performance was also conducted by (Masri, 2016). Masri & Jaaron conducted research with an employee analysis unit at a manufacturing company in Palestine. The research results concluded that the dimensions of GHRM including green recruitment, selection, training and compensation have a significant effect on environmental performance in manufacturing companies in Palestine. (Bangwal, 2017) conducted research on 356 employees at companies operating in the energy and environmental sector in India. The proposition studied is the relationship between GHRM practices and environmental performance. The research results of Bangwal, (Renwick, 2016) show that GHRM has a significant effect on the environmental performance of companies operating in the energy and environmental sectors in India. (Jabbar, 2014) also conducted previous research on the influence of GHRM on environmental performance in manufacturing companies in Pakistan. The unit of analysis used was 178 employees at manufacturing companies in Pakistan. The research concluded that GHRM has a significant effect on environmental performance in manufacturing companies in Pakistan.

Research by (Ragas, 2017) found that GHRM had a positive and significant effect on employee performance in the Philippines. The theory used is Nijhawan (2014) for the GHRM variable, and (Eka Yulia Pratiwi, 2021) for the Performance variable. (Opatha, 2015) in his research found that GHRM had a positive and significant effect on performance on the basis of BMW and Fuzzy TOPSIS. The theories used are (Renwick, 2016), (Opatha, 2015), (Masri, 2016), and (Arulrajah, 2016) as the GHRM variable, and (Ragas, 2017) as the Performance variable. A number of other additional studies (RUDIYANTO SASSETA SITORUS, 2022); (Mahardika and Wibawa, 2019); (Ainunnisa, 2022) & (Hadjri et al., 2020) show a positive relationship and a significant influence on employee performance.

According to (Ardansyah, 2014) Performance is a person's ability to carry out the tasks assigned or for which they are responsible. (Ardansyah, 2014) said that indicators to clarify this concept are quantity and quality of work, reliability, initiative, craft, attitude and presence. Performance is very important for organizations because it is considered the center of individual, team, and organizational effectiveness. (Opatha, 2013) divide performance into two dimensions, namely quantity of performance and quality of performance. In contrast to a number of studies above, this research adds the Green Work Engagement variable as a moderating variable. Apart from that, the data in this study has a wider coverage, namely a number of Regional General Hospitals in Indonesia.

LITERATURE REVIEW

Green Human Resource Management

According to (Opatha, 2013), GHRM is all activities in the development, implementation and maintenance of systems that aim to make employees of an organization have

environmentally friendly behavior. According to (Nawang Sari, 2019), the Human Resources (HR) function will be a driver of environmental sustainability in organizations by aligning their practices and policies with sustainability goals that reflect an environmental focus.

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Green HRM has primary importance in achieving broader objectives such as cost savings, corporate social responsibility, talent acquisition and management and gaining an edge over the competition. According to (Deshwal, 2015) the benefits of green human resource management are as follows: 1) Helps employee retention and reduces labor turnover; 2) Increase the company's brand reputation in the market and possibly increase sales; 3) Improving the overall quality of the organization both internally and externally; 4) Increase stakeholder involvement; 5) Reduce the company's overall costs by becoming more efficient regarding the use of energy, water and raw materials; 6) Provide competitive advantages for companies in the industry and in the market; 7) Encourages innovation as employees commit to improving their company's ecological footprint and this further facilitates company growth and improved quality as well as improved procedures and methods; 8) Helps to manage risks more effectively.

Green HRM involves implementing environmentally friendly HR initiatives that result in greater efficiency, lower costs and better employee engagement and retention, which in turn, helps organizations to reduce employee carbon footprints by e-filing, car sharing, job sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online recruiting and training, energy efficient office space. Because of this, researchers believe Green Human Resource Management can improve employee performance (Makarim, 2021). Thus, researchers believe that Green Human Resource Management can influence employee performance.

Employee Performance

Research from (Abdillah and Hartono, 2017) states that the definition of employee performance is a measure of achievement in the work carried out by an employee or employees according to their duties, principal, functions and responsibilities. Research from the results of 2011 in this journal also states that the factors of skill, experience, sense of responsibility, sincerity and time are factors that determine the size of employee performance. The definition of employee performance is also put forward in the research of (Hajar, 2019) which states that the definition of employee performance is the result of work in a unit of time or period carried out by employees and the emphasis is on the results of work completed by employees in a period or measure of time.

Meanwhile, indicators of an employee's performance according to (Nur Septi Aqmarina, Hamidah Nayati Utami, 2016) include 6 things, including: 1. Quality: is a measure of the employee's work results against the standards determined by the company. If the performance demonstrated by an employee is above the standards determined by the company, the employee's performance will be considered good. 2. Quantity: is a measure of performance that is determined by the amount of a value, whether in currency, production units or the total of activities that have been completed. 3. Timeliness: related to the measure or timeliness used as part of completing work, the faster the work is completed, the more time can be allocated to maximize other activities. 4. Cost Effectiveness: is a measure of the output of the use of both physical and material resources by minimizing existing expenditure. 5. Dependence on supervisors (Need for Supervisor): is a measure of an employee's independence if they can work well and independently. 6. Interpersonal impact: is the psychological level within the employee

which is related to feelings of comfort, security, self-confidence, positive attitudes and cooperative relationships (Iverson and Dervan, 1AD).

In this article, Employee Performance is positioned as an Independent variable which is believed to be influenced by the Green Human Resource Management variable and its influence is strengthened by Green Work Engagement. The presence of this moderating variable also makes a difference compared to previous studies.

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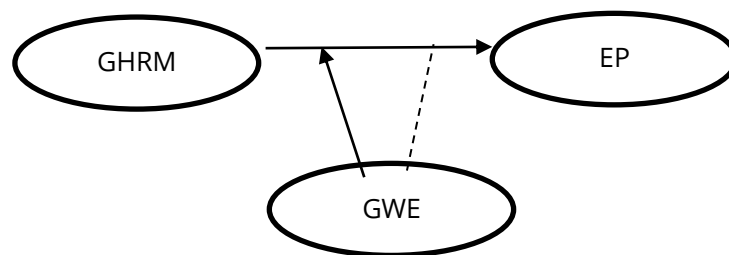
Green Work Engagement

The use of the term engagement put forward by various researchers is still different, some call it employee engagement, such as (Indayati, Thoyib and Rofiaty, 2012)and the term work engagement, such as (Rum, Sendow and Pandowo, 2019). (Wahyu Putri Agustin, 2020)states that the terms employee engagement and work engagement are often used interchangeably, but work engagement is considered more specific. Work engagement refers to the relationship between employees and their work, while employee engagement is related to the relationship between employees and the organization (Nugroho and Ratnawati, 2021).

The concept of engagement was first introduced by Kahn. (Kahn RL, 1964) defines engagement as employees' own mastery of their role at work, where they will bind themselves to their work, then work and express themselves physically, cognitively and emotionally during their performance. The cognitive aspect refers to workers' beliefs about the organization, leaders and work conditions. The emotional aspect refers to how workers feel, whether positive or negative, towards the organization and its leaders. Meanwhile, the physical aspect concerns the physical energy exerted by employees in carrying out their roles.

METHODS

Figure 1 Model



Noted:

GHRM: Green Human Resource Management

EP: Employee Performance

GWE: Green Work Engagement

The results of the image above show that the aim and objectives of this research are that the Green Human Resource Management variable can have a positive relationship and a significant influence on employee performance (Sugiyono, 2019) . Apart from that, the Green Work Engagement variable is also believed to strengthen the influence of the Green Human Resource Management variable on employee performance (Jonathan Sarwono, 2016). Many previous studies had the same goals and objectives. What differs from previous research is that this research adds the Green Work Engagement variable as a moderating variable which is believed to moderate the influence of the green Human Resource Management variable on

employee performance (Riris Anggun, 2020). This research is quantitative research with an exploratory approach. The data used in this research is primary data that researchers obtained from distributing online questionnaires to 500 PTPN employees throughout Indonesia (Yuniartika, 2022). The data obtained was analyzed using the smart PLS 4.0 analysis tool with the research hypothesis below.

Hypothesis

- H1: The Influence of Green Human Resource Management on Employee Performance
- H2: Green Work Engagement Can Moderate the Influence of Green Human Resource Management on Employee Performance

RESULTS AND DISCUSSION

Validity Test

Every research that uses the smart PLS 4.0 analysis tool requires several stages, namely the validity test stage, the reliability test stage, and the path coefficient, which each have their own function and purpose. For the validity test stage, it functions to validate each question item used in this research whether it meets validation standards or not. The following are the results of the validity test in this article (Sarstedt et al., 2014):

Table 1 Validity Test

Variable	Question Item	Loading Factor
Green Human Resource Management (X1)	Green Human Resource Management can improve employee performance	0.842
	Green Human Resource Management can reduce company expenses	0.819
	Green Human Resource Management can increase company income	0.839
	Green Human Resource Management can improve company performance	0.852
	Green Human Resource Management can improve the quality of employees who work	0.862
	Green Human Resource Management can reduce potential problems	0.829
Employee Performance (Y)	Employee performance can be influenced by Green Human Resource Management	0.925
	Green Human Resource management can be influenced by Green Work Engagement	0.945
	Employee performance can	0.952

	be influenced by company expenses that are not too large	
	Employee performance can be influenced by the quality of the employee's human resources	0.949
	Karaawan's performance can be influenced by employee comfort at work	0.958
	Employee performance can be influenced by employee enthusiasm for work	0.944
Green Work Engagement (Z)	Green Work Engagement can influence Green Human Resource Management	0.998
	Green Work Engagement can influence employee performance	0.982
	Green Work Engagement can increase employee comfort at work	0.988
	Green Work Engagement can increase employee enthusiasm at work	0.979

Valid > 0.70

Reliability Test

From the results of the validity test above, it can be concluded that the validity test stages in this article all question and answer items distributed via the digital questionnaire method have been validated and the results are valid. In line with the researcher's explanation in the Research Methodology section above, if you have passed the validity test stage, the next stage that must be passed is the reliability test stage. The following are the results of the reliability test in this article (Ghozali, 2016):

Table 2 Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Green Human Resource Management	0.892	0.852	Reliable
Employee Performance	0.941	0.901	Reliable
Green Work Engagement	0.993	0.952	Reliable

Reliable > 0.70

Path Coefisien

The final stage is the Path Coefficient stage. Even though it is the final stage, this stage is the most important stage compared to the other stages because it is at this stage that the most

fundamental objectives of this research can be seen and proven. The following are the Path Efficiency results in this article (Supriyanto, 2013):

Table 3 Path Coefisien

	Variable	P-Values	Noted
Direct Influence	GHRM-> EP	0.002	Accepted
Indirect Influence	GWE* GHRM-> EP	0.000	Accepted

Accepted & Significant Level < 0.05

The statistical results from the third table of Path Coefficients above can be concluded that the Green Human Resource Management variable can have a positive relationship and a significant influence on Employee Performance because the P-Values value is below the minimum acceptance standard and the significant level is 0.05, namely 0.002. This is because environmental/green-based Human Resource Management in companies can make the environment comfortable, the quality of workers increases, costs related to potential environmental damage are reduced, and income remains stable. These things can improve employee performance ((RUDIYANTO SASSETA SITORUS, 2022); (Mahardika and Wibawa, 2019); (Ainunnisa, 2022) & (Hadjri et al., 2020)).

Apart from that, the second hypothesis in this research also shows the same thing if the Green Work Engagement variable can strengthen the influence of the Green Human Resource Management variable on employee performance because the P-Values value is below the acceptable level and below the significance level. With employee involvement in HR management, the Company can create indicators or causes that explain the reasons why Green Human Resource Management variables can influence employee performance to become stronger. Thus the first and second hypotheses in this research can be accepted.

CONCLUSION

The statistical results from the third table of Path Coefficients above can be concluded that the Green Human Resource Management variable can have a positive relationship and a significant influence on Employee Performance because the P-Values value is below the minimum acceptance standard and the significant level is 0.05, namely 0.002. This is because environmental/green-based Human Resource Management in companies can make the environment comfortable, the quality of workers increases, costs related to potential environmental damage are reduced, and income remains stable. These things can improve employee performance ((RUDIYANTO SASSETA SITORUS, 2022); (Mahardika and Wibawa, 2019); (Ainunnisa, 2022) & (Hadjri et al., 2020)). Apart from that, the second hypothesis in this research also shows the same thing if the Green Work Engagement variable can strengthen the influence of the Green Human Resource Management variable on employee performance because the P-Values value is below the acceptable level and below the significance level. With employee involvement in HR management, the Company can create indicators or causes that explain the reasons why Green Human Resource Management variables can influence employee performance to become stronger. Thus the first and second hypotheses in this research can be accepted.

SUGGESTION

Researchers limit the discussion in this article to 3 variables, namely Green Human Resource Management, Employee Performance, and Green Employee Engagement. Researchers believe that this article still has many shortcomings and needs to get input for future development, especially regarding data variations, amount of data, and so on.

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