



Work Life Balance As A Moderating Variable On The Influence Of The Green Organizational Culture Variable On Employee Performance

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ABSTRACT

This research is quantitative research with an exploratory approach, an approach that uses previous research as the main foundation pillar for building the article's argumentation building. The data used in this research is primary data obtained from PTPN employees spread throughout Indonesia from Sumatra to Papua. The amount of data obtained was 500 data from the 500 employees. The questionnaire contains 5 statements, namely strongly agree, agree, normal/so-so, disagree, and strongly disagree. These data were analyzed using the Smart PLS 4.0 analysis tool.

INTRODUCTION

According to (Tahir, A., Abbas 2015), Green Organizational Culture is a form of organizational culture that promotes concern for the environment, social and environmental welfare actions, and the adoption of green strategies. Meanwhile, (De Gieter 2018) define Green Organizational Culture as values, beliefs and norms related to resource conservation, waste reduction, recovery and sustainability, and actions taken in order to reduce the organization's negative impact on the environment. While (Tahir, A., Abbas 2015) defines Green Organizational Culture as referring to the way organizational members accept, understand and act towards sustainability and environmental principles. In general, green organizational culture refers to the values, norms, beliefs, and actions that promote environmentally friendly practices in an organization. It includes the attitudes and behavior of employees, leaders, and management on

environmental issues, such as energy savings, waste management, use of environmentally friendly materials, and sustainability (Nurfitriyana 2023). Green organizational culture is closely related to Green Human Resource Management (GHRM), because GHRM practices aim to create an environmentally friendly organization. In organizations with an environmentally supportive culture, GHRM practices such as developing environmental skills, rewarding high-performing employees in environmental matters, and employee participation in environmental policies will be easier to implement and more effective. Therefore, successful implementation of GHRM practices requires support and recognition from an environmentally friendly organizational culture (Hastuti 2022).

The causes, effects, and solutions related to green organizational culture are perceived differently by stakeholders, so that green organizational culture can be said to be controversial and changes over time. A review of all the different views on green organizational culture is essential to achieve a comprehensive understanding, as explained by (Melawati and Rahmawati 2022) . The standard behavior expected from individuals in a green organizational culture is formed by shared beliefs, values, norms, symbols and social stereotypes about organizational environmental management, as expressed by (NUR FAUZIAH 2019). Furthermore, the perceptions and behavior of organizational members in the context of green organizational culture are influenced by symbolism for environmental management and protection, as stated by Ahmad (Lestari and Ghaby 2018).

(Melawati and Rahmawati 2022) stated that there are several questions to assess organizational commitment using the green human resources management approach, namely: 1. I am committed to becoming a member of the organization. 2. I feel involved in achieving organizational goals. 3. I feel that the problems that occur in the organization are my problems too. 4. I am proud to introduce my organization to others. 5. There is a feeling of guilt if I leave the organization. 6. I think about what other people think if I leave the organization. 7. It is my obligation to remain loyal and loyal to the organization. 8. I have a sense of responsibility towards the organization. 9. I hope to gain benefits if I stay in the organization. 10. It is difficult for me to leave this organization because I am afraid that I will not get job opportunities elsewhere. 11. I feel a loss if I leave the organization. 12. It is difficult to get a job with a good income like my current job .

Based on the explanation regarding the meaning of Green Organizational Culture and the Green Organizational Culture indicators above, it is closely related to employee performance. Therefore, this article has the main objective, namely to analyze the influence of Green Organizational Culture on Employee Performance. A number of previous studies (Nurfitriyana 2023) had almost the same main objective, namely examining the influence of Green Organizational Culture on Job Satisfaction. Because Green Organizational Culture is closely related to Green Human Resource Management and Commitment which can influence Employee Performance, researchers speculate that Green Organizational Culture can also influence Employee Performance. Apart from that, this research adds the Work Life Balance variable as a moderating variable.

LITERATURE REVIEW

Green Organizational Culture

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Employee Performance

According to (Winda Meidina and Netty Laura 2022), performance comes from the term job performance or actual performance (work performance or actual achievements achieved by someone). The definition of performance (achievement) is the result of performance in terms of quality, quantity and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to (Abdillah and Hartono 2017), employee performance (work performance) is the employee's actual achievement compared to the employee's expected achievement. (Dwiyanti Ni Kadek Ayu dkk 2019) define performance as a result achieved by employees in their work according to certain criteria that apply to a job.

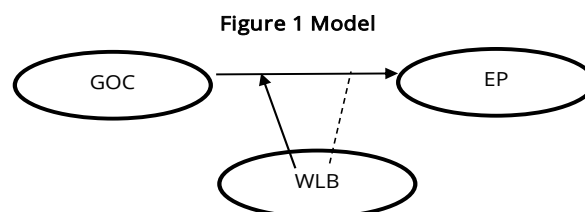
According to (Ady and Wijono 2013) performance indicators are: 1. Quality Work quality is how well an employee does what he or she should do. 2. Quantity Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. 3. Task Execution Task Execution is the extent to which an employee is able to carry out their work accurately or without errors. 4. Responsibility Responsibility for work is awareness of the employee's obligations to carry out the work assigned by the company. 5. Initiative Initiative, namely a person's willingness to act beyond one's demands, or the nature of the desire to know new things by evaluating, selecting and implementing various methods and strategies to improve performance.

Work Life Balance

Schermerhorn (2005) in (Kristiani 2014) says that work-life balance is a person's ability to balance tasks at work and within the family or personal needs, whereas according to (Heriyadi, Tjahjono, and Rahayu 2020) argues that work-life balance is a person's or individual's ability to fulfill their job duties and remain committed to their family, as well as other non-work responsibilities. According to (Alvesteffer 2016) stated that work-life balance is a condition where a person is able to balance the demands of work and life outside of work. (Susi 2011) defines work-life balance as a situation where employees get flexible working hours and use them freely so they can balance work and other commitments outside of work. In contrast to the opinion of Lockwood (2003) in (Jaharuddin 2018), work-life balance is a condition of balance between two demands, namely job demands and a person's individual conditions.

Kalliath and Brough (2008) in (Chemirmir 2018) describe several views on the meaning of work-life balance, including: a. Work-life balance defined as multiple roles: work-life balance is seen as a dual role, where there is a bidirectional relationship. This means that in this dual role, there are both positive and negative influences, in both home-to-work and work-to-home relationships. b. Work-life balance defined as equity across multiple roles: a further definition of work-life balance, researched with a focus on a person's time balance or satisfaction in their multiple roles. c. Work-life balance defined as satisfaction between multiple roles: there are also researchers who focus on a person's personal satisfaction with multiple roles. Kichmeyer defines work-life balance as achieving satisfaction in all aspects of life and to achieve this, it requires resources such as: energy, time and commitment that are distributed evenly across all existing aspects. d. Work-life balance is defined as the fulfillment of role salience between multiple roles: this view views work-life balance as something that has dynamics, so it can change along with changes in an individual's life. e. Work-life balance is defined as the relationship between conflict and facilitation: researchers also focus on psychological constructs that build work-life balance, such as conflict and facilitation. f. Work-life balance is defined as perceived control between multiple roles: work-life balance can also be interpreted as a level of autonomy that an individual must be able to have in meeting the demands of his multiple roles.

METHODS



Noted:

GOC: Green Organizational Culture

EP: Employee Performance

WLB: Work Life Balance

Researchers' arguments regarding Green Organizational Culture are closely related to Commitment, Work Loyalty, and Green Human Resource Management. These three variables are closely related to employee performance (Depitra and Soegoto 2018). On this basis, researchers assume that Green Organizational Culture is also closely related and can even significantly influence employee performance (Wijayanti and Sundiman 2017). In addition, this article uses the Work Life Balance variable as a moderating variable which can strengthen the influence of the Green Organizational Culture variable on employee performance (Andre and Hermanto 2021). This research is quantitative research with an exploratory approach, an approach that

uses previous research as the main foundation pillar for building the article's argumentation building (Heriyadi, Tjahjono, and Rahayu 2020). The data used in this research is primary data obtained from PTPN employees spread throughout Indonesia from Sumatra to Papua. The amount of data obtained was 500 data from the 500 employees (Nuraeni et al. 2017). The questionnaire contains 5 statements, namely strongly agree, agree, normal/so-so, disagree, and strongly disagree (Rahmawaty 2016). These data were analyzed using the Smart PLS 4.0 analysis tool with the hypotheses formulated below.

RESULTS AND DISCUSSION

Validity Test

Using the smart PLS 4.0 analysis tool and primary data requires steps that must be passed. One of these stages is the validity test. The validity test stage functions to find out whether the data used in this research is valid or not. Following are the results of the validity test below (Sarstedt et al. 2014):

Table 1 Validity Test

Variable	Question Item	Loading Factor
Green Organizational Culture (X1)	A good green organizational culture can improve employee performance	0.852
	A good green organizational culture can make employees more committed to work	0.867
	A good green organizational culture can make employees more disciplined at work	0.849
	A good green organizational culture can make employees more motivated at work	0.866
	A good green organizational culture can make employees more enthusiastic about working	0.871
	A good green organizational culture can make employees more loyal in their work	0.887
Employee Performance (Y)	Employee performance can be influenced by employee enthusiasm for work	0.897
	Employee performance can be influenced by employee commitment to work	0.899
	Employee performance can be influenced by employee enthusiasm for work	0.909
	Employee performance can be influenced by employee loyalty at work	0.918
	Employee performance can be influenced by employee motivation at work	0.911
	Employee performance can be influenced by an employee's Work Life Balance	0.899
Work Life Ballance (Z)	Work Life Balance can affect employee stability at work	0.954
	Work Life Balance can affect employee strength at work	0.949
	Work Life Balance can affect employee effectiveness at work	0.911
	Work Life Balance can affect employee efficiency at work	0.929

Valid > 0.70

Reliability Test

If the researcher has passed the validity test stage which functions to ensure that the data used in this article is valid, then the next stage is the reliability test stage which functions to ensure that each variable used in article II is reliable. 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 Organizational Culture	0.882	0.845	Reliable
Employee Performance	0.939	0.889	Reliablle
Work Life Ballance	0.978	0.945	Reliablle

Reliable > 0.70

Path Coefisien

The Path Coefficient stage is the final stage that can be carried out after going through the validity test stage and the reliability test stage. The Path Coefficient stage aims to ensure that the hypothesis formulated in the research methodology section is achieved or not, namely that the Green Organizational Culture variable can influence employee performance and the Work Life Balance variable can strengthen the influence of the Green Organizational Culture variable on employee performance (Supriyanto 2013):

Table 3 Path Coefisien

	Variable	P-Values	Noted
Direct Influence	GOC-> EP	0.011	Accepted
Indirect Influence	WLB* GOC-> EP	0.000	Accepted

Accepted & Significant Level < 0.05

The third table of Path Coefficients above proves that the hypothesis proposed by the researcher in this article can be proven because the Green Organizational Culture variable can have an positive relationship and a significant influence on employee performance because the P-Values value is positive and is below the significance level of 0.05, namely 0.011. This is because a green organizational culture is closely related and is filled with employees who have commitment, loyalty and strong work enthusiasm so that these things can influence employee performance. These results are in line with research (Nurfitriyana 2023) which shows the same results. Thus, the researcher's argument is that because Green Organizational Culture is closely related to Commitment, Loyalty and Work Spirit which can influence employee performance, Green Organizational Culture should also be able to influence employee performance and this can be proven. Apart from that, the next line shows that the Work Life Balance variable can strengthen the influence of the Green Organizational Culture variable on Employee Performance because of the same thing, namely the P-Values value has a positive direction and is below the 0.05 significance level, which is 0.000 more significant than direct testing. 0.011. Thus the first and second hypotheses in this article can be accepted.

CONCLUSION AND SUGGESTION

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