



## The Role of GHRM In Driving Green Work Engagement For Better Green Employee Performance

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### ABSTRACT

**Purpose:** This study aims to determine and analyze the effect of green human resource management on green employee performance mediated by green work engagement in heavy equipment companies in Bekasi district. **Methodology/approach:** The method used in this research is a descriptive quantitative method. The population in this study are all employees who work in heavy equipment companies in West Java. With the structural equation modeling (SEM) analysis model, 110 samples were taken. The analysis technique in this study is Partial Least Square (PLS) using the smartPLS 3.0 program to test the hypothesis.

**Findings:** The results showed that there was a positive and significant effect of green human resource management on green work engagement and green employee performance. There is an effect of green work engagement on green employee performance. Green work engagement can mediate the effect between green human resource management and green employee performance in heavy equipment companies in Bekasi district.

**Novelty/values:** Green work engagement is very important to improve so that green employee performance can be further improved through efforts to implement green human resource management. **Keywords:** green human resources management, green work engagement, green employee performance.

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### INTRODUCTION

Currently, global warming is much discussed among the public or the mass media. This discussion concerns the positive and negative sides of global warming (Agustin, Kompasiana, 2022). According to Kompasiana media, global warming is an increase in the average temperature of the atmosphere, sea and earth's surface. Global warming that occurs due to climate change, according to reports from the climate change coil media cannot be stopped even if there are humans or not. The existence of humans with their awareness of environmental issues that occur, can play an active role in supporting environmentally friendly activities that can contribute to reducing environmental pollution. Likewise, employees of heavy equipment manufacturing companies who are part of the population of this study must contribute to reducing environmental pollution, one of which is by paying attention to the production process carried out or other activities that support the production process. The production process and the resulting product must be environmentally friendly both in terms of preventing environmental pollution related to the disposal of production waste. Savings in the use of water, energy, materials used and so on. Companies must really pay attention to the potential for environmental pollution, because besides the existence of regulations regarding

waste generated by the production process from the heavy equipment industry, it also concerns the company's responsibility to the surrounding environment .

The performance of a company is reflected in the performance of its employees, high or low employee performance will affect the company's performance in general. Qualified employees are a valuable asset for the company. Quality employees are needed by the company. The company's performance is the result of management activities in each company, for that the part that plays the role of human resource management must be really selective in selecting employees according to the qualifications in accordance with the function of the position and the needs of the company. Improving human resources is needed in a company to restore company performance. Human resources are indeed complex unlike other factors of production, human resources require good management, fostered and developed according to the talents and potential of employees.

Green human resources management (GHRM) that is well implemented in the corporate environment can increase employees' knowledge and understanding of environmentally friendly and feel the need to support organizations that environmentally friendly programs need to be implemented as well as possible. GHRM practice is one of the significant programs because this program refers to the organization's efforts to transform normal employees into green employees (employees who engage in pro-environmental behavior). The impact of good GHRM implementation makes employees more concerned and feel attached to their work so that in the end it can also increase green employee performance. This is in accordance with research conducted by Alshaabani, Naz & Rudnák (2021), Putri & Warsindah (2021), Khammadee & Ninaroon (2022), Khan et al. (2022), Zientara &

Work engagement is defined as a positive, satisfying, work-related state of mind that is characterized by passion, dedication, and absorption (Schaufeli et al., 2010: 74). Engagement can be seen as the extent to which employees are connected to their work cognitively, emotionally and physically. Based on this, Green work engagement can be defined as the energy given by employees in their tasks related to environmentally friendly work, the willingness to exert effort at an environmentally friendly level and the level of absorption in environmentally friendly work (Aboramadan, 2020). Employees who have a high level of green work engagement will support the smooth running of environmentally friendly programs and will work optimally according to the company's goals in implementing environmentally friendly programs so that this can ultimately affect employee performance to increase. It can be concluded that green work engagement can affect green employee engagement. This is in accordance with research conducted by Aboramadan (2020) Sungmala & Verawat (2021), Amjed et al. (2021) which states that green work engagement has a significant effect on green employee performance. This is in accordance with research conducted by Aboramadan (2020) Sungmala & Verawat (2021), Amjed et al. (2021) which states that green work engagement has a significant effect on green employee performance. This is in accordance with research conducted by Aboramadan (2020) Sungmala & Verawat (2021), Amjed et al. (2021) which states that green work engagement has a significant effect on green employee performance.

*Green work engagement* and green employee performance in this study can be influenced by *green human resources management*. *Green human resource management* (GHRM) are all activities involved in the development, implementation and ongoing maintenance of a system aimed at making employees of an organization green. It is the side of HRM that is concerned with turning normal employees into green employees to achieve the environmental goals of the organization and ultimately make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make organizational employees go green for the benefit of individuals, society, the natural environment, and business (Opatha & Arulrajah, 2014: 104).

## **LITERATURE REVIEW (Literature Review)**

### **Green Employee Performance**

Performance is the achievement of certain tasks that are measured against predetermined standards of accuracy, completeness, cost and speed. In the work environment, performance is considered as the fulfillment of obligations that free the perpetrator from all obligations (Daniel, 2019). Mangkunegara (2017: 93) explains that performance is the result of work achieved by an employee in carrying out their duties in quality and quantity in accordance with the responsibilities assigned. Sinambela (2016: 480) defines employee performance as the employee's ability to perform a skill at work. Employee performance is important and very necessary because with performance, the extent to which an employee's ability to carry out tasks can be known.

According to Jabbour et al., (2010). From a green perspective, green performance appraisal refers to assessing and recording environmental performance of employees throughout their career in the company and providing feedback on employee performance to prevent undesired attitudes or reinforce exemplary behavior.

According to Colquitt et al., (2011: 35) performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals. Another opinion states that performance is the result of work related to organizational goals such as quality, efficiency and other performance of effectiveness (Gibson, et al, 2012: 374).

Jabbour et al., (2010) show that performance appraisal has an impact on environmental management when companies have annual goals for pollution prevention and the development of environmental innovations. From the opinion above, Green employee performance can be interpreted as the performance of employees who support the company's environmentally friendly programs.

### **Green Human Resources Management**

Opatha & Arulrajah (2014: 104), states that green HRM as all activities involved in the development, implementation and ongoing maintenance of a system that aims to make employees of an organization green. It is the side of HRM that is concerned with turning normal employees into green employees to achieve the environmental goals of the organization and ultimately make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make an organization's employees go green for the benefit of individuals, society, the natural environment, and business.

GHRM practice focuses on improving workers' abilities, information and behavior to achieve environmental goals. Furthermore, to gain progressive improvement among operational employees and leaders related to environmental procedures along the organizational value chain that allows to reduce wastage, spare power, and assets (Arulrajah, Opatha, & Nawaratne, 2015).

GHRM refers to the Strategic HRM practice of creating and involving the implementation of environmental business strategies to promote environmental sustainability in organizations. GHRM uses the perspective of a balance between policies, systems, practices and activities of Human Resource Management and environmental management. GHRM practice activities such as green recruitment and selection, green training and development, green performance management, green payments and rewards for the overall green management mission and goals of the organization (Khammadee & Ninaroon, 2022).

### **Green Work Engagement**

Engagement is a positive attitude in which a person goes above and beyond the call of duty, so as to increase the level of ownership, and to advance the overall business interests of the organization (Dajani, 2015).

*Engagement* interpreted as a positive attitude, full of meaning, and motivation, which is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2017). Vigor is characterized by high levels of energy, resilience, willingness to try, and not giving up in the face of challenges. Dedication is characterized by feeling valuable, enthusiastic, inspiring, valuable and challenging. Absorption is characterized by full concentration on a task (Schaufeli & Bakker, 2017).

According to Shuck et al. (2013) stated that employees who have a level high involvement, express these features and in performing tasks have a lot of mental and physical involvement and have high appreciation in work and tasks and make an emotional connection with their work. Involvement in applied meaning as psychological characteristics such as: Cognition and emotion and behavior, including applied cases of motivation Concepts such as job satisfaction and organizational commitment are separate from it.

Engagement can be seen as the extent to which employees are connected to their work cognitively, emotionally and physically. Based on this, Green work engagement (GWE) can be defined as the energy given by employees in their tasks related to environmentally friendly work, the willingness to exert effort at an environmentally friendly level and the level of absorption in environmentally friendly work (Aboramadan, 2020).

In relation to company performance, the stronger the engagement that is built between employees and the company, the higher the company's performance will be. This is in accordance with the statement of

Schiemann (2011: 42), that the concept of engagement is associated with a variety of broad business consequences, for example, more persistent effort, faster performance, higher quality, and decreased turnover. The two-way relationship between the company and employees must continue to be developed by the company. Efforts to develop employee involvement are what make employees give their best performance for the company for the progress of the company.

## Framework

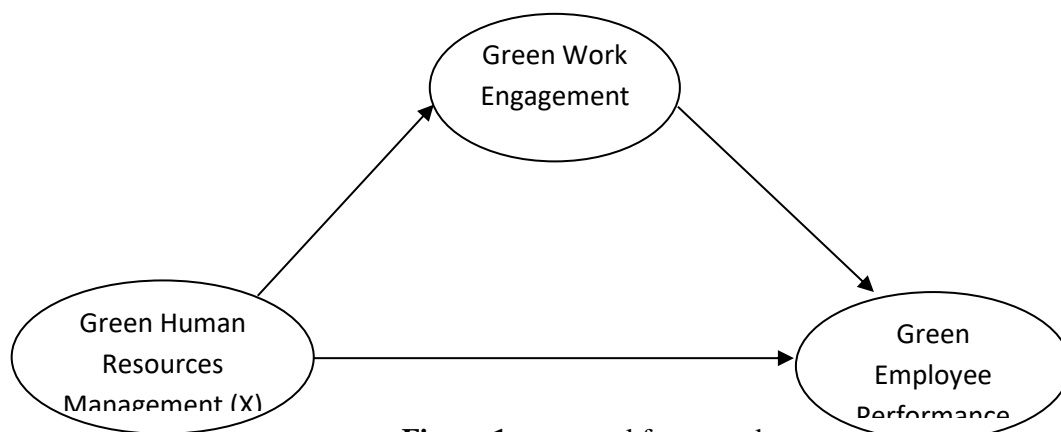


Figure 1 conceptual framework

## Research Hypothesis

The hypothesis is a temporary allegation that still requires further research to prove it. The research hypothesis proposed is:

- H1 There is a positive and significant effect of green human resources management on green work engagement in heavy equipment companies in Bekasi district.
- H2 There is an influence of green human resources management on green employee performance in heavy equipment companies in Bekasi district.
- H3 There is an effect of green work engagement on green employee performance in heavy equipment companies in Bekasi district.
- H4 Green work engagement can mediate the influence between green human resources management and green employee performance in heavy equipment companies in Bekasi district.

## RESEARCH METHOD (Method)

The research method used is a quantitative descriptive method. The descriptive method is used to study the who, what, when and how aspects of a topic. Simple descriptive concerns a univariate question or hypothesis about, or states something about, the size, shape, distribution, or existence of a variable. Cooper and Schindler (2015) explain that quantitative research tries to make accurate measurements of something. The population in this study are all employees who work for heavy equipment companies in Indonesia. With an analysis model structural equation modeling (SEM), then 110 samples were taken. The data collection technique was carried out by means of a questionnaire. Questionnaires were distributed to employees of heavy equipment companies in Indonesia. The analysis technique in this study is Partial Least Square (PLS) using the smartPLS 3.0 program to test the hypothesis.

## RESULTS AND DISCUSSION (Result and Discussion)

### Outer Model Evaluation

Evaluation outer model includes construct validity testing (convergent validity and discriminant validity) and construct reliability testing. The validity test was carried out to measure what should be measured and determine the ability of the instrument. While the reliability test is used to measure the consistency of measuring instruments in measuring a concept.

### Convergent Validity

Testing *convergent validity* This is done by using the outer loading value or loading factor. Indicators that meet convergent validity or are declared to be in the good category must have an outer loading value of  $> 0.7$ .

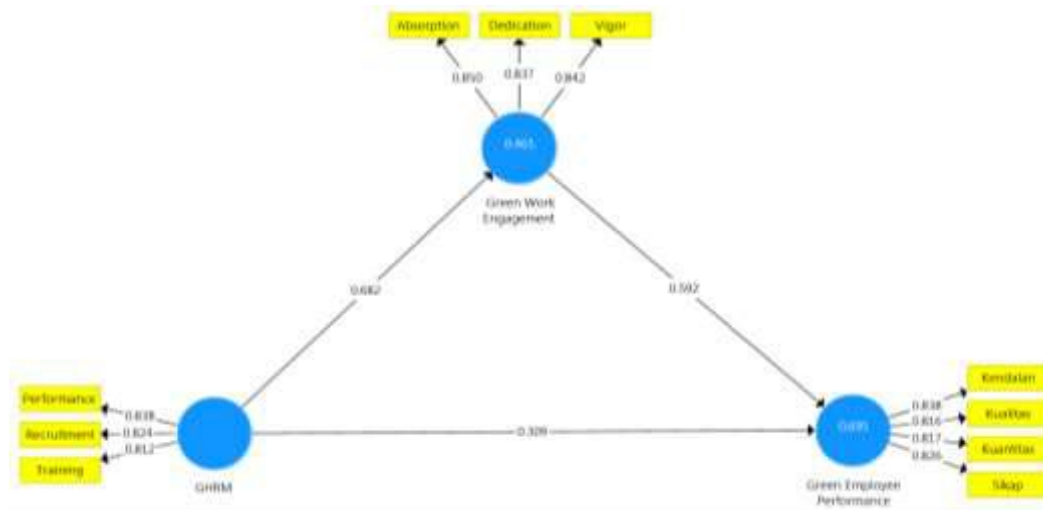


Figure 2.OuterModel

The following table is the outer loading value for each variable indicator:

Table 2.Outer Loading

Variable	Dimensions	Outer Loading	reliability
Green Human Resources Management (X)	recruitment	0.824	Reliable
	Training	0.812	Reliable
	Performance Appraisal	0.838	Reliable
Green Work Engagement (M)	Vigor	0.842	Reliable
	dedication	0.837	Reliable
	absorption	0.850	Reliable
Green Employee Performance (Y)	Work Quality	0.816	Reliable
	Work Quantity	0.817	Reliable
	reliability	0.838	Reliable
	attitude	0.826	Reliable

Source: Results of the SmartPLS 3.0 Program, 2022

It can be seen in Table 2 that each research variable indicator has a value *outer loading*  $> 0.6$ . These results prove that the outer loading value meets the convergent validity requirements, where the outer loading value is between 0.5 – 0.6, as stated by Chin in Imam Ghozali (2015: 39). It can be concluded that each dimension is declared feasible or valid for research use and for further analysis.

Schematic view *outer model* Figure 2 shows that the path coefficient value in the dominant path coefficient is in the green human resources management variable for green work engagement of 0.682. Furthermore, the second path coefficient is shown in the green work engagement variable on green employee performance of 0.592. While the smallest value is found in the green human resources management variable on green employee performance of 0.309.

### Discriminant Validity

Testing *discriminant validity* performed with using the average variant extracted (AVE) value, which must have a value of  $> 0.5$  for each variable as a condition for a good model. The results of the discriminant validity test can be seen below:

**Table 3.** Average Variant Extracted (AVE)

Variable	AVE	validity
<i>Green Human Resources Management</i>	0.680	Valid
<i>Green Work Engagement</i>	0.711	Valid
<i>Green Employee Performance</i>	0.679	Valid

Source: Results of the SmartPLS 3.0 Program, 2022

Table 3 shows the variable AVE values *green human resources management*, *green work engagement* and *green employee performance*  $> 0.5$ . So it can be stated that each variable meets the requirements as good discriminant validity.

### Composite Reliability

*Composite Reliability* used to test the reliability value of each indicator on a variable. A variable can be declared eligible if it has a composite reliability value of  $> 0.6$ . The table below is the composite reliability value of each research variable:

**Table 4.** Composite Reliability

Variable	Composite Reliability	reliability
<i>Green Human Resources Management</i>	0.864	Reliable
<i>Green Work Engagement</i>	0.880	Reliable
<i>Green Employee Performance</i>	0.894	Reliable

Source: Results of the SmartPLS 3.0 Program, 2022

Table 4 shows that all values *composite reliability* research variable is  $\geq 0.7$ . This means that all variables are reliable with a high level because they meet composite reliability.

### Cronbach Alpha

*Cronbach alpha* used to substantiate previous reliability gains. Variables that meet and fulfill the Cronbach alpha requirements must have a Cronbach alpha value  $> 0.75$ . The table below is a description of the Cronbach alpha value of each variable:

**Table 5.** Cronbach Alpha

Variable	Cronbach Alpha	reliability
<i>Green Human Resources Management</i>	0.766	Reliable
<i>Green Work Engagement</i>	0.796	Reliable
<i>Green Employee Performance</i>	0.843	Reliable

Source: Results of the SmartPLS 3.0 Program, 2022

Table 5 shows that value *cronbach alpha* of each research variable is  $\geq 0.7$ . In other words, each research variable has met the Cronbach alpha value requirements, meaning that all variables have a high level of reliability.

### Evaluation of the Inner Model

Testing the Inner Model (structural model) which includes *output r-square*, parameter coefficients and t-statistics are used to test the hypothesis. Acceptance or rejection of a hypothesis can be seen in the significance value between constructs, t-statistics, and p-values. The value of this proof can be seen in the bootstrapping results. T-statistic  $> 1.96$  with a significance level of p-value 0.05 (5%) and a positive beta coefficient are the Rules of thumb used in this study. The results of the boot strapping research model are illustrated through the inner model below:

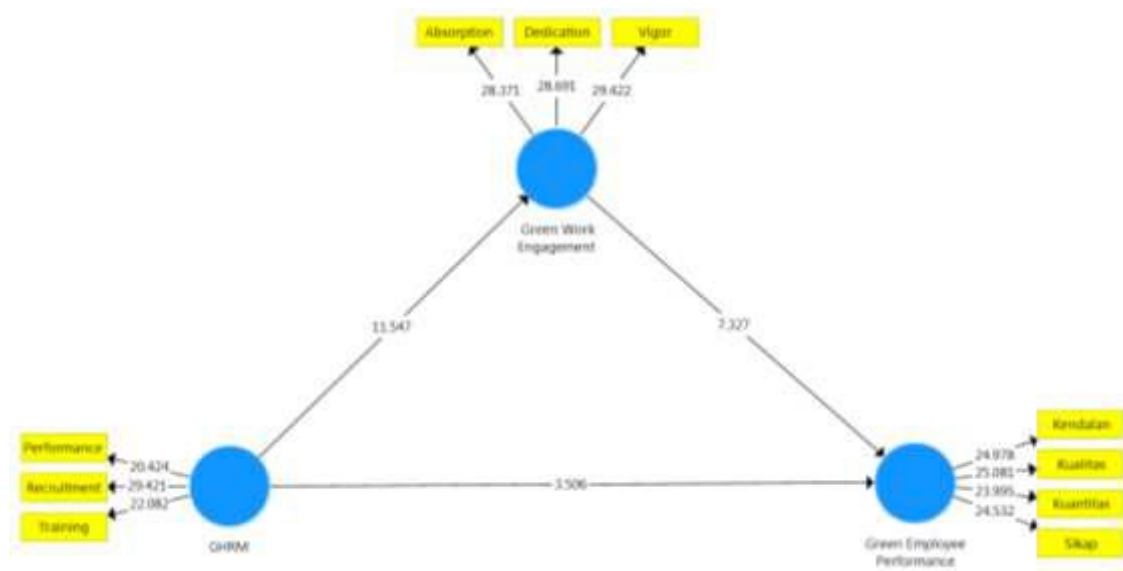


Figure 3. InnerModel

### Test Path Coefficient

Testing *path coefficient* used to show how strong the effect or influence of the independent variable on the dependent variable. While the determination coefficient (R-Square) is used to measure how much the endogenous variables are influenced by other variables

Figure 3. above shows the schematic *inner model* which explains that the largest t-statistic value is shown in green human resources management on green work engagement of 11.547. Furthermore, the second biggest effect is green work engagement on green employee performance of 7.327. While the smallest effect is in the green human resources management variable on green employee performance of 3.506.

The results of the description above indicate that the independent variables in this research model have value *path coefficient* with a positive number on green work engagement. This means that if the greater the path coefficient value is in a positive number, the greater the path coefficient value in one of the independent variables on the green work engagement variable, the stronger the influence of these independent variables on the green work engagement variable.

The independent variable on green employee performance in this model also has a value *path coefficient* with a positive number. This means that the greater the path coefficient value of one of the independent variables on the green employee performance variable, the stronger the influence of the independent variables on the green employee performance variable.

### Model Goodness Test (Goodness of Fit)

Table 6. R-Square value

Variable	R Square value
Green work engagement	.465
Green employee performance	0.695

Source: Results of the SmartPLS 3.0 Program, 2022

Table 6 above shows that value *R-Square* for the green work engagement variable of 0.465. This value explains that green work engagement can be explained by the green human resources management variable of 46.5%, while the remaining 53.5% can be influenced by other variables not examined. Then for the green employee performance variable it has an R-Square value of 0.695. This value explains that green employee performance can be explained by green human resources management and green work engagement variables

of 69.5% while the remaining 30.5% can be influenced by other variables not examined, such as leadership style, work motivation, discipline, development career, organizational culture and others.

## Hypothesis testing

**Table 7.** Direct Influence

hypothesis	Influence	Original Sample	T-Statistics	P-Values	Results
<b>H1</b>	<i>Green human resource management</i> => Green work engagement	0.682	11,547	0.000	Accepted
<b>H2</b>	<i>Green human resource management</i> => Green employee performance	0.309	3,506	0.000	Accepted
<b>H3</b>	<i>Green work engagement</i> => Green employee performance	0.592	7,327	0.000	Accepted

Source: Results of the SmartPLS 3.0 Program, 2022

Table 7 above shows that variable *green human resources management* has a positive and significant effect on green work engagement with a value of  $11.547 > 1.96$ . The green human resources management variable has a positive and significant effect on green employee performance with a value of  $3.506 > 1.96$ . The green work engagement variable has a positive and significant effect on green employee performance with a value of  $7.327 > 1.96$ . Positive and negative influences can be seen in the original sample value.

**Table 8.** Indirect Influence

hypothesis	Influence	Original Sample	T-Statistics	P-Values	Results
<b>H4</b>	<i>Green human resource management</i> => Green employee performance through Green work engagement	0.404	6,036	0.000	Accepted

Source: Results of the SmartPLS 3.0 Program, 2022

Table 8 above shows that green work engagement can mediate the effect between green human resource management and green employee performance of  $6.036 > 1.96$ . This shows that green human resources management can improve green employee performance by involving green work engagement.

## Discussion of Research Results

### Influence *Green Human Resources Management* towards Green Work Engagement

The results of the research analysis showed that the t-value was  $11.547 > 1.96$ . In other words, *green human resources management* positive and significant effect on *green work engagement*. This means when *green human resources management* increased then *green work engagement* more increasing. Obtained path coefficient of 0.682, meaning *green human resources management* contributed 68.2% to *green work engagement*, and the remaining 31.8% are other factors not examined.

*Green human resources management* (GHRM) are all activities involved in the development, implementation and ongoing maintenance of a system aimed at making employees of an organization green. It is the side of HRM that is concerned with turning normal employees into green employees to achieve the environmental goals of the organization and ultimately make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make organizational employees go green for the benefit of individuals, society, the natural environment, and business (Opatha & Arulrajah, 2014: 104).

*Green human resources management* implemented properly in a company can increase employees' understanding of environmentally friendly and raise awareness to support organizations that environmentally friendly programs need to be implemented as well as possible. The impact of good GHRM implementation makes employees more concerned and can increase green work engagement.

In addition, practices or activities that generate green knowledge and motivation of employees must involve all employees as often as possible to increase employee engagement and environmental responsibility, for example promoting de-carbonization activities through the use of electric motorbikes when commuting to work involving employees, creating opportunities and facilities for employees to participate in providing

green advice and problem solving and communicate actively with heavy equipment industry leaders about environmental activities that can be carried out such as creating a green committee in which there are employee representatives and management representatives, and what is no less important is carrying out various trainings to increase employee understanding of the importance of being environmentally friendly.

The results of this study support research conducted by Khammadee & Ninaroon (2022), Khan et al. (2022) which states that *green human resources management* has a significant effect on green work engagement.

### **Influence Green Human Resources Management on Green Employee Performance**

The results of the research analysis showed a t-value of  $3.506 > 1.96$ . In other words, *green human resources management* has a positive and significant effect on *green employee performance*. This means when *green human resources management* increased then *green employee performance* more increasing. Obtained path coefficient of 0.309, meaning *green human resources management* contributed 30.9% to *green employee performance*, and the remaining 69.1% are other factors not examined.

*Green human resources management* implemented properly in the corporate environment can increase employees' knowledge and understanding of environmentally friendly and feel the need to support the organization that environmentally friendly programs need to be implemented as well as possible. The impact of good GHRM implementation makes employees more concerned and can increase green work engagement.

Green performance assessment plays an important role in achieving green performance employee because this practice provides an employee performance appraisal strategy based on green standards and consists of connected elements supporting green progress. Here employees are stimulated to improve their professional skills in environmental issues which helps to achieve environmental performance goals and objectives in a better way. With this GHRM practice, the employee's green performance also increases

The results of this study support research conducted by Alshaabani, Naz & Rudnák (2021), Putri & Warsindah (2021) which states that *green human resources management* has a significant effect on green employee performance.

### **Influence Green Work Engagement on Green Employee Performance**

The results of the research analysis showed a t-value of  $7.327 > 1.96$ . In other words, *green work engagement* has a positive and significant effect on *green employee performance*. This means when *green work engagement* increased then *green employee performance* more increasing. The path coefficient is 0.592, meaning *green work engagement* contributed 59.2% to *green employee performance*, and the remaining 40.8% are other factors not examined.

*Green work engagement* is defined as a positive, satisfying, work-related state of mind characterized by passion, dedication, and absorption (Schaufeli et al., 2010: 74). Engagement can be seen as the extent to which employees are connected to their work cognitively, emotionally and physically. Based on this, Green work engagement can be defined as the energy given by employees in their tasks related to environmentally friendly work, the willingness to exert effort at an environmentally friendly level and the level of absorption in environmentally friendly work (Aboramadan, 2020).

Employees who have levels *green work engagement* High levels will support the smooth running of environmentally friendly programs and will work optimally according to company goals in implementing environmentally friendly programs so that this can ultimately affect employee performance to increase. It can be concluded that green work engagement can affect employee performance.

This is in accordance with research conducted by Aboramadan (2020) Sungmala & Verawat (2021), Amjed et al. (2021) which states that *green work engagement* has a significant effect on *green employee performance*.

## **Conclusions and recommendations**

### **Conclusion**

Based on the findings from the test results of this study and the explanations in the previous chapters, it can be concluded that in a heavy equipment company located in Bekasi district, GHRM has a direct effect on green employee performance, and indirectly through green work engagement. And a more detailed conclusion is that (1) there is a positive and significant effect of green human resources management on green work

engagement (2) there is an effect of green human resources management on green employee performance (3) there is an effect of green work engagement on green employee performance (4) Green work engagement can mediate the influence between green human resources management and green employee performance.

### **Suggestion**

It is suggested for the future that a research objective is to determine the effect of GHRM on green employee performance in the heavy equipment business to understand the limitations of the contribution of this research model based on R square which is still not high, so it is important to do the contribution of other factors that can be variables that influence green employee performance. Then other research objects that are not only limited to heavy equipment companies, or still in the heavy equipment industry in a wider coverage area are also important to do. It is recommended for management that green human resources management is further enhanced with more selection efforts in employee recruitment, improving job training and evaluating employee performance.

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