

## Green Hrm and Employee Performance: How Organizational Culture Plays A Mediating Role



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**ABSTRACT:** This research looks at how green HR management affects employee performance through the medium of organizational culture. With the increasing demand for environmentally friendly practices, businesses are feeling the heat to adopt eco-friendly policies that benefit society and our environment. Green HRM is believed to promote environmentally conscious behavior among employees, thereby enhancing their performance. This study takes a quantitative approach by using Partial Least Squares (PLS) as its statistical method. PLS is well-suited for analyzing correlations between complex variables. Maximizing explained variance enhances prediction accuracy, which is why PLS is chosen. The study ensures full data representation by using a saturation sampling strategy, which encompasses all relevant population members. Although green HR management has a major effect on company culture, the results show that it has little to no effect on employee performance. Furthermore, corporate culture mediates the relationship between green HR management and staff effectiveness, which in turn has a substantial impact on worker performance. The study concludes that for effective implementation of green HRM, it is essential to integrate it with an organizational culture that aligns with sustainability values. For this reason, green human resource management practices ought to be an essential component of the culture of every organization that aspires to raise the level of productivity achieved by its workforce.

**KEYWORDS:** Green HRM, organizational culture, employee performance

### I. INTRODUCTION

Climate change is currently a global issue that is receiving serious attention from various parties. As the urgency to address the climate crisis increases, international companies are beginning to implement more environmentally responsible strategies. One of the steps taken is to adopt a sustainable development approach, which aims not only to support economic growth but also to ensure that their business activities do not damage natural ecosystems. This approach is part of their long-term commitment to protect the environment, through greener practices, efficient use of resources, and efforts to reduce their carbon footprint.

One strategy that is widely applied is Green HRM, which is designed to encourage organizations to play an active role in efforts to maintain environmental sustainability (Jabbour, 2011). In the midst of increasing awareness of environmental and sustainability issues, many organizations are now carrying out Green HRM practices to meet social demands and stricter regulations (Alghamdi, 2021). Green HRM has a very important position in promoting changes in individual hired behavior to be more aware and concerned about the environment (Aulia & Nawangsari, 2023). Through Green HRM, companies not only meet environmental compliance standards, but also create a work environment that supports environmentally friendly behavior among employees. By implementing green HRM practices, companies can instill sustainability values in the workplace, which motivates staff members to be actively involved in efforts to preserve the ecological realm and support increased employee performance at the company.

Employee performance is one of the main focuses for companies and organizations in achieving their strategic goals, especially those related to green practices. Employee performance today is greatly influenced by the support they receive from management and organizational culture (Hussain Hakro et al., 2023). Employees who feel valued and supported tend to show better performance, which contributes to the achievement of organizational goals. (Alghamdi, 2021) revealed that good employee performance in the context of sustainability is not only measured by productivity, but also by their contribution to the company's environmental goals. Employees who engage in green practices can help companies achieve sustainability goals and improve their

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reputation in the market (Khan et al., 2022). With the increased focus on sustainability, employee performance that includes green actions is becoming increasingly important, and organizations that support Green HRM practices may see improvements in their overall performance.

Many companies face significant challenges in building and maintaining an organizational culture, especially with regard to raising awareness of environmental and sustainability issues. A good organizational culture can increase trust and collaboration among employees, which is much needed in stressful situations (Hussain Hakro et al., 2023). Establishing a company culture that encourages sustainability can encourage breakthroughs and teamwork in green initiatives, as many companies strive to adapt to greener market demands (Shah et al., 2021). This involves embedding sustainability values into every aspect of corporate culture, from the hiring process to day-to-day operations; it can boost the firm's reputation as a caring corporate citizen in the long run.

Based on the pre-observation that has been done before, the data obtained shows that there are obstacles in the implementation of Green HRM. A major challenge faced by PT Sinarbali Binakarya is the lack of integration between Green HRM policies and the existing organizational culture. The process of adapting and transforming organizational culture to better support sustainability has not been well structured. A culture that does not support environmental initiatives can weaken the effectiveness of green HRM, causing problems on the path to the expected presentation of goals. There is a dearth of literature examining the connection between green HRM and productivity in the workplace, as well as findings that contradict or diverge from previously held beliefs or notions. Research conducted by Suba et al. (2020), Amjad et al. (2021), Alghamdi (2021), Saputro & Nawangsari (2021), Khan et al. (2022), Samola (2022), Aulia & Nawangsari (2023), Hadi et al. (2023), and Evina et al. (2024) which concluded the results that there is a positive relationship between Green HRM practices and employee performance. At the same time, studies done by Gurugamage et al. (2022) found no statistically significant relationship between green HRM and worker productivity.

The explanation above reveals that there is still a phenomenon in the application of Green HRM and although research on Green HRM and employee performance is quite extensive, the role of organizational culture as a mediator is rarely discussed. This inspired the researcher in order to probe the connection between green HRM and employee performance, yet again using corporate culture as a moderating factor in this connection. The potential for corporate culture to impact the interaction between green HRM and the performance of staff is a belief held by researchers.

## II. LITERATURE REVIEW & HYPHOTHESIS

Social Systems Theory illustrates that every organization or society consists of interacting elements, such as HRM policies, organizational culture, and employees, where each part must function harmoniously for the overall system to run effectively (Parsons, 1951). In the context of Green HRM, policies that support environmental sustainability cannot stand alone without support from other elements, such as organizational culture and employee behavior. An environmentally friendly organizational culture can facilitate the implementation of Green HRM, where it provides a foundation for employees to accept, understand, and make eco-friendly choices as part of their routine. This is in accordance with Luhmann's (1995) view, which states that organizations are self-regulating systems that adapt to changes in their external environment. In this case, the adaptation of Green HRM as a response to the demands of environmental sustainability requires alignment between policies, culture, and employee behavior so that organizational performance can be improved.

Green HRM includes policies and practices that integrate environmental goals with personnel administration. As previously stated by Fahim et al. (2019), Green HRM is understood to mean a combination of all environmentally oriented management techniques in corporations into human resource management (HRM) and contributes to improving the environmental performance and financial performance of the organization. Meanwhile, according to Kularathne (2020), green HRM is characterized as a human resource management practice that focuses on developing and implementing policies and practices that support environmental sustainability.

According to Hastuti & Muafi (2022), employee performance is understood to mean the result of work performance and individual motivation, which is influenced by various factors, such as job satisfaction levels and practice implementation. Meanwhile, Elvina et al. (2024) define productivity of employees as a consequence of employment that includes both the number of tasks completed over an allotted time frame and how well the tasks are carried out. This shows that performance evaluation must consider both aspects to increase organizational effectiveness and success.

Ibrahim et al. (2022) explains that organizational culture includes values and beliefs that shape the management system in the organization. All employees share a common set of values and symbols that make up the organization's culture, which binds staff members in concert and provides purpose for the organization's expansion (Pawirosumarto et al., 2017). Culture serves as a guide that provides direction and meaning for employee behavior, and supports company growth through increased commitment and loyalty.

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### ***Relationship between Green HRM and Employee Performance***

Green HRM focuses on implementing policies that support environmental sustainability, which can improve operational efficiency and create a healthier work environment. When Green HRM policies are well implemented, employees tend to feel more motivated and engaged in the company's efforts to contribute to environmental conservation, thereby improving their performance. Previous studies conducted by Suba et al. (2020), Amjad et al. (2021), Alghamdi (2021), Saputro & Nawangsari (2021), Khan et al. (2022), Samola (2022), Aulia & Nawangsari (2023), Hadi et al. (2023), and also Evina et al. (2024) came to the conclusion that green HRM has an important source of optimism relationship with efficiency of the workforce. At the same time, studies undertaken by Gurugamage et al. (2022) states the results that Green HRM and employee performance do not show any significant influence. We derive the following hypothesis from our analysis of the relevant literature and our empirical findings:

H1 : Green HRM has a positive influence on employee performance

### ***Relationship between Green HRM and Organizational Culture***

Green HRM serves not only as an operational policy, but also as a means to shape an organizational culture that supports sustainability and environmental responsibility. When Green HRM policies are implemented consistently, environmentally friendly values can be integrated into the organizational culture, creating a collective commitment to sustainable practices. Several studies conducted by Shah et al. (2021), Aggarwal & Agarwala (2023), Sepahvand et al. (2022), Khammadee (2021), as well as Hadjri et al. (2019) ultimately led to the findings that Green HRM makes a good influence on organizational culture. However, examinations conducted by (Aggarwal & Agarwala, 2023) states the results that Green HRM and the diffusion dimension of organizational culture do not show significant results. We derive the following hypothesis from our analysis of the relevant literature and our empirical findings:

H2 : Green HRM has a positive influence on organizational culture.

### ***Relationship between Organizational Culture and Employee Performance***

A strong organizational culture provides clear direction, values, and norms for employees, thus making the workplace conducive to productivity, commitment, and performance. When employees feel that the organizational culture is aligned with their personal and professional goals, they are more motivated to work effectively and contribute to the company's success. Several studies that have been conducted by Purnomo et al. (2020), Nur Insan (2020), Tj (2022), Ibrahim et al. (2022), Hussain Hakro et al. (2023) and also Permadi et al. (2024) state that organizational culture has a significant positive relationship with employee performance. Investigations performed by Widayanto & Nugroho (2022) state that organizational culture has no direct influence impacting the productivity of workers. We derive the following hypothesis from our analysis of the relevant literature and our empirical findings:

H3 : Organizational culture has a positive influence on employee performance

### ***The Mediating Role of Organizational Culture in the Relationship between Green HRM and Employee Performance***

Organizational culture can serve as a key intermediary in the chain of events that begins with worker performance and ends with Green HRM, as a culture that supports sustainability amplifies the impact of Green HRM policies on staff behavior and productivity. When Green HRM is implemented, but without the support of an appropriate organizational culture, the policy may not be fully effective in improving performance. In contrast, an organizational culture that supports sustainability helps embed environmental values in employees' daily behaviors, thereby increasing their engagement and motivation in achieving company goals. With a conducive culture, green HRM becomes more internalized by employees, which ultimately has an impact on improving individual and organizational performance. Research conducted by Sepahvand et al. (2022) and Sajuyigbe et al. (2024) states that organizational culture can act as a go-between when it comes to green HRM and performance. We derive the following hypothesis from our analysis of the relevant literature and our empirical findings:

H4 : Organizational culture mediates the effect of Green HRM on employee performance

## **III. RESEARCH METHODS**

The studies conducted use a quantitative approach with new information gleaned from first-hand accounts. The research population includes all employees who work at PT Sinarbali Binakarya in Bali. The sampling technique used is nonprobability sampling, specifically the saturated sampling method or census, where the entire population of 132 people is sampled in this study.

In order to get to the bottom of the investigation, path analysis was used to evaluate the hypothesis with the PLS approach operated through SmartPLS software version 4.0.9.9. Upon completion of the tests, the analysis results are interpreted based on

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theoretical and empirical studies. Furthermore, conclusions are drawn along with a few ideas that may be used as consideration and suggested areas for further investigation.

This study uses endogenous variables, namely employee performance (EP), as well as exogenous variables, namely green HRM (GHRM), and mediating variables in the form of organizational culture (OC). Endogenous variables refer to variables whose principles are influenced in relation to other model variables or systems. Put simply, endogenous parameters are those that are explained or impacted by other variables inside the system or model that was utilized for this study. The indicators on endogenous variables (EP) used are: quality of work, quantity of work, timeliness, work effectiveness, independence, and desire to develop (Robbins, 2006). And exogenous variables (GHRM) with indicators such as green recruitment and selection, green training and development, green performance management, and green compensation and rewards (Hastuti & Muafi, 2022).

A mediating variable is a variable that acts as a link in a model or link between the two variables that are considered independent: cause and outcome. This variable helps explain how or through what method by which one variable influences another. In other words, intermediary factors include insight into the path or process that occurs between causes and outcomes, thereby clarifying the relationship that exists between the two distinct factors. The mediator variable in aforementioned research is organizational culture (OC) alongside these signs: environmental values, norms and practices, employee involvement, management support, rewards for environmentally friendly behavior (Sajuyigbe et al., 2024).

### IV. RESULTS AND DISCUSSION

A variety of conclusions have been drawn from the data analysis performed using SmartPLS software. The following table provides a concise summary of the results, highlighting the most important takeaways from the analysis.

**Table 1. Internal Consistency and Mutual Validity Dependability**

Construct	Item Code	Outer Loading	Cronbach's alpha	CR	AVE
GHRM	X1.1	0.890	0.879	0.915	0.730
	X1.2	0.913			
	X1.3	0.862			
	X1.4	0.742			
OC	M1.1	0.810	0.839	0.886	0.608
	M1.2	0.846			
	M1.3	0.692			
	M1.4	0.757			
	M1.5	0.787			
EP	Y1.1	0.787	0.905	0.927	0.678
	Y1.2	0.817			
	Y1.3	0.839			
	Y1.4	0.876			
	Y1.5	0.850			
	Y1.6	0.769			

The table above is used in hypothesis testing through a two-stage approach. First, an assessment of the measurement model is carried out to ensure the validity and reliability of the instrument. Second, the structural model is used to test the hypotheses that have been formulated previously. In the first stage, namely the measurement model, the evaluation is carried out by assessing the outer loadings, average variance extracted (AVE), and composite reliability (CR). According to Hair et al. (2017), the outer loadings value is considered qualified if it is greater than 0.4, AVE must be greater than 0.5, and CR must reach a value greater than 0.7 so that the instrument can be considered valid and reliable.

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**Table 2. Summary of Hypotheses Testing**

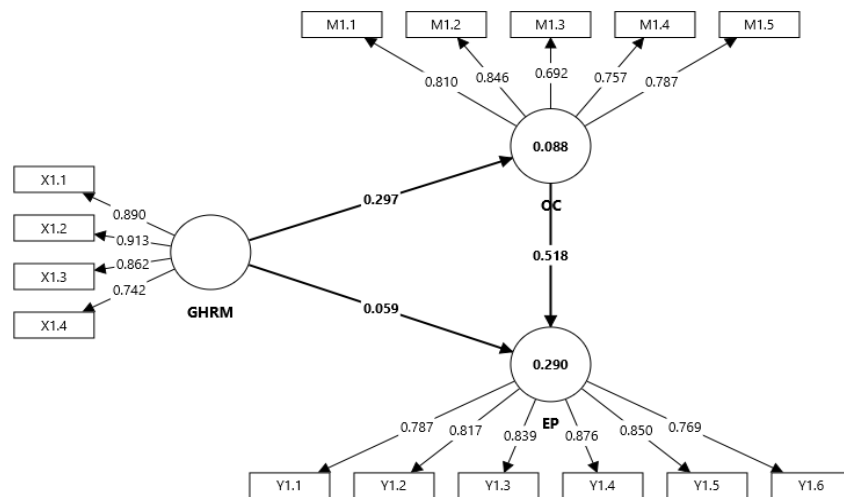
Hypothesis	Path	Original sample (O)	STDEV	T values	P values	Confidence Interval		Decision
						5.00%	95.00%	
Direct Effect								
H1	GHRM -> EP	0.059	0.080	0.738	0.230	-0.074	0.188	NS
H2	GHRM -> OC	0.297	0.079	3.743	0.000	0.152	0.410	S
H3	OC -> EP	0.518	0.077	6.746	0.000	0.374	0.630	S
Indirect Effect								
H4	GHRM -> OC -> EP	0.154	0.052	2.939	0.002	0.072	0.237	S

Note. S = Supported, NS = Not Supported

Evaluation of direct effects results presented in Table 2 show to ensure that the Green HRM factor does not support the hypothesis related to employee performance, utilizing a tested value of 0.738 and a probability level of 0.230. However, the relationship between Green HRM and organizational culture affirms the argument, with a t-scale of 3.743 and a probability level of 0.000. In addition, organizational culture on employee performance also produced results that provided credence to the hypothesis, indicated by a t-scale of 6.746 and a probability level of 0.000.

Further testing of the indirect effect, which considers through acting as a mediator organizational culture inside the context of the interplay between, as shown in Table 2, reveals that organizational commitment plays an effective role as a mediator during the mediation process the effect of Green HRM on productivity of employees. The significance test results show that the t-scale for this construct is 2.939, with a probability level of 0.002. In light of these findings, it can be concluded that organizational culture is a relevant mediating variable in this research framework.

To determine the magnitude of the predicted effect, the next step is to examine the factors associated with the parameter and determine whether the t-statistic is statistically meaningful. You can see their structural model in Figure 1, which can be viewed here.



**Figure 1. Initial PLS-Path Model**

### Relationship between Green HRM and Employee Performance

The outcomes of our testing the first hypothesis disprove the claim that green HRM boosts productivity, with a probability level of 0.230, which is higher than the 0.05 significance level. This may occur due to several factors, such as a mismatch between Green HRM policies and employee perceptions, where the policies may not be considered relevant to their daily tasks. In addition, green HRM tends to focus on environmental sustainability aspects rather than directly affecting individual employee performance. The lack of clear support or incentives could also lead to employees being less motivated to support these initiatives. Other factors may exert a stronger impact on the productivity of workers than green HRM policies. This discovery aligns with the work of Gurugamage et al. (2022); it asserts that green HRM and employee performance do not show any significant effect.

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### ***Relationship between Green HRM and Organizational Culture***

The outcomes of our second hypothesis show that the p-value is 0.000, which falls below the threshold for statistical significance of 0.05. This indicates that the second hypothesis is accepted, which means that green HRM exerts a considerable impact on organizational culture. This suggests that the implementation of Green HRM policies can drive positive changes in organizational culture, as these policies introduce values of sustainability and environmental responsibility that are then internalized by employees. When companies emphasize environmentally friendly practices, these values tend to spread throughout the organizational structure, changing employees' perspectives, norms, and behaviors. This can happen because Green HRM not only regulates procedures but also influences the way employees think and work, which ultimately strengthens the overall organizational culture. This discovery aligns with previous studies Shah et al. (2021), Aggarwal & Agarwala (2023), Sepahvand et al. (2022), Khammadee (2021), and Hadjri et al. (2019), which concluded what came out: Green HRM makes a good influence on organizational culture.

### ***Relationship between Organizational Culture and Employee Performance***

What follows from the third hypothesis shows that the p-value is 0.000, and so below the level of relevance of 0.05. This shows that the third hypothesis is accepted, namely that organizational culture exerts considerable impact on employee performance. In other words, a strong and positive organizational culture can directly influence the improvement of employee performance. A good organizational culture creates a supportive work environment, strengthens motivation, increases job satisfaction, and encourages employees to contribute optimally in achieving organizational goals. This can happen because the values and norms embedded in organizational culture provide clear direction and encourage productive behavior from employees. This finding is in line with research (Purnomo et al., 2020) (Nur Insan, 2020) (Tj, 2022) (Ibrahim et al., 2022) (Hussain Hakro et al., 2023) stating that organizational culture benefits greatly from a partnership with workforce efficacy.

### ***The Mediating Role of Organizational Culture in the Relationship between Green HRM and Employee Performance***

Testing the fourth hypothesis shows that the p-value is 0.002, which is less than the level of significance of 0.05, so the fourth hypothesis is accepted. This indicates that organizational culture acts as an intermediary for green HRM and productivity in the workplace. In other words, application of the aforementioned Green HRM policies impacts employee performance through strengthening organizational culture. A strong organizational culture can strengthen the implementation of green HRM, as environmentally friendly values and practices are more easily internalized by employees. When an organizational culture that supports sustainability is established, this encourages employees to work more productively, thus improving their performance. This finding conforms to findings from investigations by Sepahvand et al. (2022) and Sajuyigbe et al. (2024) stating that organizational culture is able to mediate how green HRM relates to productivity.

## **V. CONCLUSION**

Based on data analysis and empirical research, it is not limited to concluded shows there is no substantial correlation between green HRM and improved productivity in the workplace, nevertheless produces beneficial results on organizational culture. In addition, organizational culture is highly correlated with improved productivity in the workplace and acts as a mediator that strengthens employee productivity as it relates to green HRM. This suggests that the implementation of green HRM is more effective when supported by a strong organizational culture that is aligned with sustainability values.

Green HRM policies will be more effective if implemented in organizations that have a culture that supports sustainability values, so as to encourage productive employee behavior and contribute to organizational performance. Companies need to ensure that Green HRM is firmly integrated into the organizational culture through training, clear communication, and relevant incentives. An organizational culture that supports sustainability will facilitate the internalization of Green HRM policies by employees and strengthen their impact on performance.

This study faces several limitations that require in-depth attention from future researchers. It is recommended to expand the scope by including other variables, such as management support and employee engagement, which may also affect the relationship between Green HRM, organizational culture, and employee performance. In addition, the study can be conducted in different industries to see if similar results occur in other sectors, given the varied results in previous studies.

## **VI. ACKNOWLEDGMENT**

My deepest appreciation goes out to Mahasaraswati University Denpasar for making available all of the necessary facilities and resources for me to carry out this research. The mentorship and helpful criticism I received from my colleagues and superiors also contributed significantly to the high quality of my work, for which I am really grateful. Numerous people's hard work and kind contributions made this piece possible, and for that I am eternally thankful.

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