

GREEN HRM ON EMPLOYEE PERFORMANCE: THE ROLE OF EMPLOYEE ENGAGEMENT AS A MEDIATOR

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ABSTRAK

Penelitian ini memiliki tujuan untuk mengkaji dampak Green HRM (G-HRM) terhadap kinerja karyawan (EP) dan mengeksplorasi peran mediasi employee engagement (EE) dalam hubungan tersebut. Meningkatnya perhatian terhadap isu keberlanjutan lingkungan mendorong banyak perusahaan, termasuk di sektor jasa, untuk menerapkan kebijakan G-HRM. Kebijakan ini tidak hanya bertujuan untuk mencapai tujuan lingkungan tetapi juga untuk meningkatkan keterlibatan dan kinerja karyawan, mengingat pentingnya peran karyawan dalam mendukung tujuan keberlanjutan perusahaan. Penelitian ini dilakukan di sektor kebugaran, yang memiliki karakteristik unik berupa interaksi langsung antara karyawan dan pelanggan. Populasi penelitian terdiri dari 234 karyawan, dengan sampel yang diambil secara proporsional sebanyak 70 responden. Data dikumpulkan melalui kuesioner yang mengukur persepsi karyawan terhadap praktik G-HRM, tingkat keterlibatan mereka, dan kinerja di tempat kerja. Data dianalisis menggunakan pendekatan PLS-SEM dengan bantuan perangkat lunak SmartPLS versi 4.0.9.9 untuk menguji hubungan antar variabel serta peran mediasi EE. Hasil penelitian menunjukkan bahwa G-HRM memiliki pengaruh langsung yang signifikan terhadap EP, yang mengindikasikan bahwa kebijakan keberlanjutan yang efektif dapat meningkatkan kinerja karyawan. Selain itu, G-HRM juga ditemukan berpengaruh positif terhadap EE, di mana karyawan yang merasa terlibat dalam inisiatif hijau perusahaan cenderung lebih termotivasi dan komitmen terhadap pekerjaannya. EE sendiri memiliki dampak positif signifikan terhadap EP, mendukung temuan bahwa karyawan yang lebih terlibat cenderung menunjukkan kinerja yang lebih baik. Analisis mediasi menunjukkan bahwa EE memediasi secara signifikan pengaruh G-HRM terhadap EP, yang berarti keterlibatan karyawan memperkuat hubungan antara kebijakan hijau dan kinerja. Temuan ini memberikan kontribusi penting pada literatur G-HRM, khususnya di sektor jasa kebugaran, serta merekomendasikan pentingnya strategi yang mendorong keterlibatan karyawan dalam inisiatif keberlanjutan untuk mencapai kinerja optimal.

Kata Kunci: *Green Hrm, Employee Engagement, Employee Performance*

ABSTRACT

The researchers behind this study set out to examine the connection between Green HRM (G-HRM) and employee performance (EP), with a focus on the mediating function of employee engagement (EE). With more and more focus on environmental sustainability, more businesses, even those in the service industry, are adopting G-HRM practices. Because employees are the backbone of the company's sustainability efforts, these rules have two purposes: first, to improve environmental outcomes; and second, to increase employee engagement and performance. This study's setting was the fitness industry, which stands out due to the high volume of one-on-one interactions between clients and business professionals. A total of 234 employees make up the research population, and 70 of them participated in the survey. We used a questionnaire to gauge how engaged workers are, how they feel about G-HRM practices, and how well they do their jobs. In order to examine the mediating function of EE and the correlations between variables, the data was examined by means of the PLS-SEM method with the assistance of SmartPLS version 4.0.9.9 software. Effective sustainability policies have the potential to boost employee performance, as revealed by the results of the research, which show that G-HRM significantly impacts EP directly. Employee engagement (EE) is another area that benefits from G-HRM. When workers are a part of the company's environmental efforts, they are more invested in their job and more likely to go above and beyond. The fact that EE has a favorable effect on EP lends credence to the idea that engaged workers are more productive. According to the mediation research, EE has a crucial mediating role between G-HRM and EP, which means that green policies and performance are

strengthened when employees are involved. These results suggest that tactics that promote employee engagement in sustainability efforts are crucial for attaining peak performance, and they add significantly to the G-HRM literature, especially in the fitness service industry.

Keywords: *Green Hrm, Employee Engagement, Employee Performance*

1. INTRODUCTION

Concerns about environmental sustainability have grown in recent decades at businesses of all sizes and in all industries, including those providing customer service. Pollution levels in organizations are often lower than in industries, but that doesn't mean they don't contribute significantly to environmental consciousness and the value of eco-friendly practices (Aulia & Nawangsari, 2023). Sustainable resource utilization and increased environmental consciousness are two goals of human resource management strategies and practices (Zhu, 2023). These days, consumers expect businesses to do more than just make a profit; they should also help keep the planet habitable in the long run. In an effort to mitigate the detrimental impacts of company operations on the environment and boost employee effectiveness in this area, many companies are turning to green HRM strategies (Samola, 2022).

Green Human Resource Management (G-HRM) is a popular strategy for HR professionals that incorporates sustainability ideas into HR policies and procedures. Operational activities with environmental implications, the nature of the repercussions of different organizational activities, and preventative actions against pollution and environmental degradation are still the main areas of focus for sustainable organizational initiatives (Hadi et al., 2023). According to Gomes et al. (2023), employees are more invested in their work and the business overall when they can relate to the sustainability principles advocated by the company. In addition to enhancing overall organizational performance, G-HRM functions as a strategy that prioritizes environmental sustainability (AlKetbi & Rice, 2024). The goal of green HRM is to promote eco-conscious actions among workers, which may boost productivity for the business. Green G-HRM is a popular strategy for HR professionals that incorporates sustainability ideas into HR policies and procedures. Operational activities with environmental implications, the nature of the repercussions of different organizational activities, and preventative actions against pollution and environmental degradation are still the main areas of focus for sustainable organizational initiatives (Hadi et al., 2023). According to Gomes et al. (2023), employees are more invested in their work and the business overall when they can relate to the sustainability principles advocated by the company. In addition to enhancing overall organizational performance, G-HRM functions as a strategy that prioritizes environmental sustainability (AlKetbi & Rice, 2024). The goal of green HRM is to promote eco-conscious actions among workers, which may boost productivity for the business.

Workers' output is indicative of their competence, enthusiasm, and drive to complete assignments in a way that advances the company's objectives. Employee performance is reflected in how each person actually acts to accomplish company-related goals (Ibrahim et al., 2022). Workers' output is enhanced when their workplace prioritizes social and environmental responsibility alongside productivity (Ramachandaran et al., 2024). As stated in corporate policy, employees' efforts to adopt eco-friendly practices contribute to both the achievement of organizational goals and the long-term viability of the environment (Suba et al., 2020). Workers that care about the environment are more invested in the company's success and produce better results (Ali et al., 2020). In order for employees to fully contribute to the company's shared

objectives and long-term viability, it is crucial for enterprises to foster a work culture that encourages eco-friendly behaviors.

The engagement of workers is a key consideration. When workers care about the company's success, they put forth more effort and produce better results. To achieve environmental goals and boost productivity, G-HRM relies on employee participation in green activities (Visamitanan & Assarut, 2021; Zhu, 2023). Workers are likely to be more proactive and creative when they are highly engaged in their work (Riyanto et al., 2021). In spite of many obstacles, success and increased organizational productivity can be achieved when employees fully engage in their responsibilities via commitment and devotion (Ahmed et al., 2020; Joplin et al., 2021). Hence, for businesses to reach their full potential, they need to devise plans to get workers invested in sustainability efforts.

Increasing interest in applying G-HRM techniques is being seen in the service industry, especially in the fitness sector. This is demonstrated, for instance, at *Fitness Plus* on Bali, which has recently begun to implement eco-friendly practices across the board. The problem that *Fitness Plus*, a well-known fitness center, has is to achieve optimal business success while also being responsible with the environment. An issue arose whereby employee performance did not noticeably increase despite the adoption of G-HRM procedures. This trend makes one wonder what the link is between G-HRM and productivity in the workplace. Previous research on the topic of G-HRM and employee performance is still in its early stages, and what little there is reveals either contradicts or differs from established ideas and assumptions. Extensive research by Amjad et al. (2021), Alghamdi (2021), Saputro & Nawangsari (2021), Khan et al. (2022), and Hadi et al. (2023) supports the idea that G-HRM practices have a profound impact on how well workers perform. To add insult to injury, Gurugamage et al. (2022) also failed to discover any correlation between G-HRM and employee worker performance.

Also, while there has been some research on G-HRM in the manufacturing and large-scale industrial sectors, there is an absence of research examining its use in the market for services, particularly in the fitness industry. Effective HR practices can have a more direct impact on service performance in the fitness sector due to the particular characteristics of this industry, where there is a high level of direct engagement between employees and consumers.

Further research is needed to determine the extent to which G-HRM can impact performance among staff members, particularly when considering other criteria like the engagement of staff. The researchers at *Fitness Plus* in Bali set out to determine how G-HRM affected staff performance and how worker engagement mediated that effect. The study's author is optimistic that it will shed light on the complexities of the link between G-HRM and worker productivity, particularly in the fitness industry, and present a chance for workers to have a say in shaping that link.

LITERATURE REVIEW AND HYPOTHESIS

The primary theory that underpins the relationship between G-HRM and worker performance, with worker engagement mediating the relationship, is Social Exchange Theory (SET), which was proposed by Blau (1964). SET states that firms and employees build relationships through exchanging benefits. For example, when an organization supports G-HRM, employees are more likely to be engaged, which is a sort of positive reciprocity. A study conducted by Renwick et al. (2013) demonstrated that G-HRM enhances employee involvement in accomplishing the environmental objectives of the firm. Also, according to Chaudhary (2020), engagement is a key

component in the connection between G-HRM and employee performance. This finding further supports the idea that engagement mediates the effect of green practices on individual performance in the workplace.

Organizations implement Green HRM practices to enhance their employees' environmental performance (Samola, 2022). According to Fahim et al. (2019), G-HRM is the integration of all eco-friendly business management techniques into HRM, which helps the company enhance its financial and environmental performance. At the same time, G-HRM is described as human capital strategies that put an emphasis on developing and implementing eco-friendly policies and procedures (Kularathne, 2020). According to Samola (2022), G-HRM is a collection of strategies used by companies to manage their human resources in a way that boosts employees' environmental performance.

When workers are in a good and fulfilling mental state, they are better able to deal with the challenges of their jobs in a variety of contexts, which in turn increases their level of engagement with their work (Prentice et al., 2023). Employee engagement is characterized by a strong emotional connection and commitment to one's work, which in turn enhances performance and productivity (Ali et al., 2020). At the same time, according to Riyanto et al. (2021), employee engagement is defined as a state of employees that results from interactions with coworkers and ultimately boosts organizational performance.

Efficacy and effectiveness in doing one's job within a company is what's known as worker performance (Ibrahim et al., 2022). Hastuti & Muafi (2022) state that a number of factors, including levels of job satisfaction and the implementation of best practices, impact individual motivation, which in turn affects work performance. Evina et al. (2024) provide a definition of employee performance that takes into account both the quantity and quality of work done within a given time frame. This exemplifies that in order to boost organizational effectiveness and success, performance evaluation needs to take both into account.

According to studies done by Amjad et al. (2021), Alghamdi (2021), Saputro & Nawangsari (2021), Khan et al. (2022), and Hadi et al. (2023), G-HRM practices make an advantageous and substantial difference in the performance of workers. Meanwhile, there is no substantial influence of G-HRM on employee job performance, studies have shown by Gurugamage et al. (2022). Thus, one might put forward the following hypothesis:

H₁: G-HRM is positively related to employee performance

Research by Al-Hajri (2020), Baykal & Bayraktar (2022), and Aboramadan (2022) among others has demonstrated that G-HRM promotes environmentally conscious actions among employees and has a favorable impact on their level of engagement with their work. Nevertheless, contrary to the results showed that Ali Ababneh et al. (2021) and Alshaabani et al. (2021), we find that environmentally responsible hiring practices are not the primary determinants of green work engagement, and that green compensation has no substantial impact on employee participation in environmental initiatives. Thus, one might put forward the following hypothesis:

H₂: G-HRM is positively related to employee engagement

The engagement of workers is strongly and significantly correlated with worker performance, according to multiple research (Sheldon Oplot & Maket, 2020; Abdullahi et al., 2021; S, 2023; Sheta & Catur Afriasih, 2023). In contrast, studies by Riyanto et al. (2021) and Noercahyo et al. (2021) came to different conclusions, finding that organizational and work-related employee

engagement does not significantly impact organizational performance. In addition, studies by Ababneh (2021) and Zhu (2023) demonstrated that G-HRM practices, green behavior, and company success are positively correlated, with worker engagement mediating this relationship. Thus, one might put forward the following hypothesis:

H₃: Employee engagement is positively related to employee performance

H₄: Employee engagement mediates the relationship between G-HRM and employee performance.

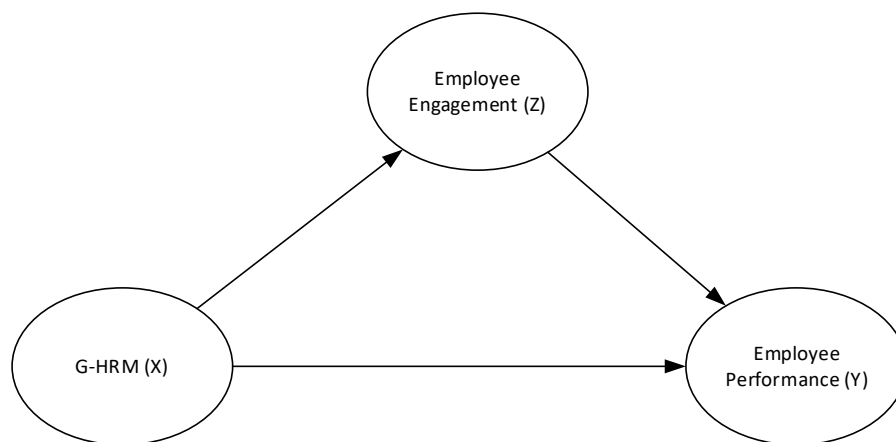


Figure 1. Proposed Model
Source: Data Processed, 2024

2. RESEARCH METHOD

Using a quantitative survey approach, this study gathers primary data from 10 Fitness Plus branches in Bali. There are 234 individuals in all who make up the research population: all of Fitness Plus's employees. To ensure that every part of the population has an equal chance of being surveyed, 70 samples were collected using a proportional random sampling technique called Slovin. The employees who had a hand in Green HRM practices were chosen as respondents to represent each group in the population. The data was analyzed using SmartPLS software version 4.0.9.9, which combines Structural Equation Modeling (SEM) with Path Analysis with the Partial Least Squares (PLS) technique. In order to determine what the relationship is like between variables and the function of mediation, hypothesis testing is employed. The analysis is followed by an interpretation of the results based on the theoretical foundation and empirical data. Finally, the results are arranged into conclusions and augmented with suggestions for further research.

This study uses endogenous variables, namely employee performance (EP), as well as exogenous variables, namely Green Human Resource Management (G-HRM), and mediating variables in the form of employee engagement (EE). The indicators on the endogenous variable (EP) used in this study include six aspects, namely: Quality, Quantity, On-time, Effectiveness, Independence, Work commitment (Ibrahim et al., 2022). And the exogenous variable (G-HRM) includes four indicators that are: green recruitment and selection, green training and development, green performance management, green compensation and rewards (Hastuti & Muafi, 2022). Furthermore, the mediator variable (EE) which involves three indicators including: emotional engagement, commitment to task, ability to deal with job demands (Prentice et al., 2023).

Table 1 presents the variables and indicators that were utilized in this inquiry in the manner that is described in the following paragraphs:

Table 1. Operation of Research Variables
Source: Data Processed, 2024

No.	Construct	Indicators	Source
1	Green HRM (GHRM)	Green recruitment and selection Green training and development Green performance management Green compensation and rewards	Hastuti & Muafi (2022)
2	Employee Engagement (EE)	Emotional engagement Commitment to task Ability to deal with job demands	Prentice et al. (2023)
3	Employee Performance (EP)	Quality Quantity On-time Effectiveness Independence Work commitment	Ibrahim et al. (2022)

3. RESULTS AND DISCUSSION

The data was examined using SmartPLS software, and some interesting discoveries were produced that were related to the research hypotheses. The results of the analysis are detailed in the following table, which gives a clear picture of the link between the variables and the importance of the mediating function found in this study by offering in-depth explanations for each outcome.

Table 2. Descriptive and Normality Statistics
Source: Data Processed, 2024

Construct	Item Code	Min	Max	Mean	Standard deviation
GHRM	GHRM1	2	5	4	0.902
	GHRM2	1	5	4	0.964
	GHRM3	1	5	4	0.933
	GHRM4	1	5	4	1.006
EE	EE1	2	5	4	0.780
	EE2	1	5	4	0.821
	EE3	1	5	4	0.804
EP	EP1	2	5	4	0.715
	EP2	1	5	4	0.724
	EP3	1	5	4	0.774
	EP4	2	5	4	0.710
	EP5	1	5	4	0.751
	EP6	1	5	4	0.766

A detailed description of the state and features of the data for each of the variables examined is provided in the following table. The table provides specifics such as minimum and maximum values, central tendency, and data variance shown by standard deviation and mean. In preparation for future analyses, this data gives a high-level picture of the distribution and trends of each variable.

Table 3. Validity Based on Convergent Processes and Reliability Based on Internal Consistency
 Source: Data Processed, 2024

Construct	Item Code	Outer Loading	Cronbach's alpha	CR	AVE
GHRM	GHRM1	0.874	0.883	0.920	0.742
	GHRM2	0.905			
	GHRM3	0.873			
	GHRM4	0.788			
EE	EE1	0.899	0.854	0.911	0.774
	EE2	0.887			
	EE3	0.852			
EP	EP1	0.762	0.910	0.931	0.692
	EP2	0.826			
	EP3	0.873			
	EP4	0.830			
	EP5	0.843			
	EP6	0.853			

As part of a two-step process, the aforementioned table is utilized for hypothesis testing. In order to establish whether the research tools are valid and reliable, the first step is to examine the measurement model. In the second part of the process, the hypotheses are tested using the structural model. Several primary components are used to evaluate the measurement model at this stage: composite reliability (CR), average variance extracted (AVE), and measurement of outer loadings. This study adheres to the suggestions made by Hair et al. (2017) about the acceptance criteria, which include outer loadings went over 0.4, AVE went over 0.5, and CR went over 0.7.

Table 4. Analyses of the Results of Testing Hypotheses
 Source: Data Processed, 2024

Hypothesis	Path	Std. Beta	Std. Error	t-value	p-value	Confidence Interval		Decision
						5%	95%	
Direct Effects								
H1	GHRM -> EP	0.281	0.284	2.669	0.004	0.091	0.435	Supported
H2	GHRM -> EE	0.415	0.422	3.296	0.000	0.188	0.599	Supported
H3	EE -> EP	0.457	0.453	4.425	0.000	0.270	0.610	Supported
Indirect Effect								
H4	GHRM -> EE -> EP	0.190	0.193	2.455	0.007	0.073	0.325	Supported

As can be seen in Table 3, the findings of the tests that were conducted in relation to the direct effect demonstrate that the G-HRM variable has a significant influence on the EP concentration. The data ($\beta = 0.281, p < 0.05$) that show a substantial and significant influence corroborate this idea. Also, the results demonstrate that G-HRM and EE provide statistical evidence in favor of the hypothesis ($\beta = 0.415, p < 0.05$). The results for EE are also in line with expectations. Full support for the hypothesis about EE and EP in this respect was seen ($\beta = 0.457, p < 0.05$), which is in line with the initial expectations.

The data in Table 3 also supports the idea that EE plays a significant role in enhancing the bond between G-HRM and EP. This agrees with the results of previous research that looked at the role of EE as a mediator in the variables' relationships. Given that EE strengthens the association to a significant enough degree to be deemed significant, it can be regarded as a mediator in this investigation ($\beta = 0.190, p < 0.05$).

To assess the level of meaningfulness of the hypothesized influence, the next step is to evaluate factors linked with the parameter and the amount of importance of the t-statistic. See Figure 1 for a representation of the study's structural model.

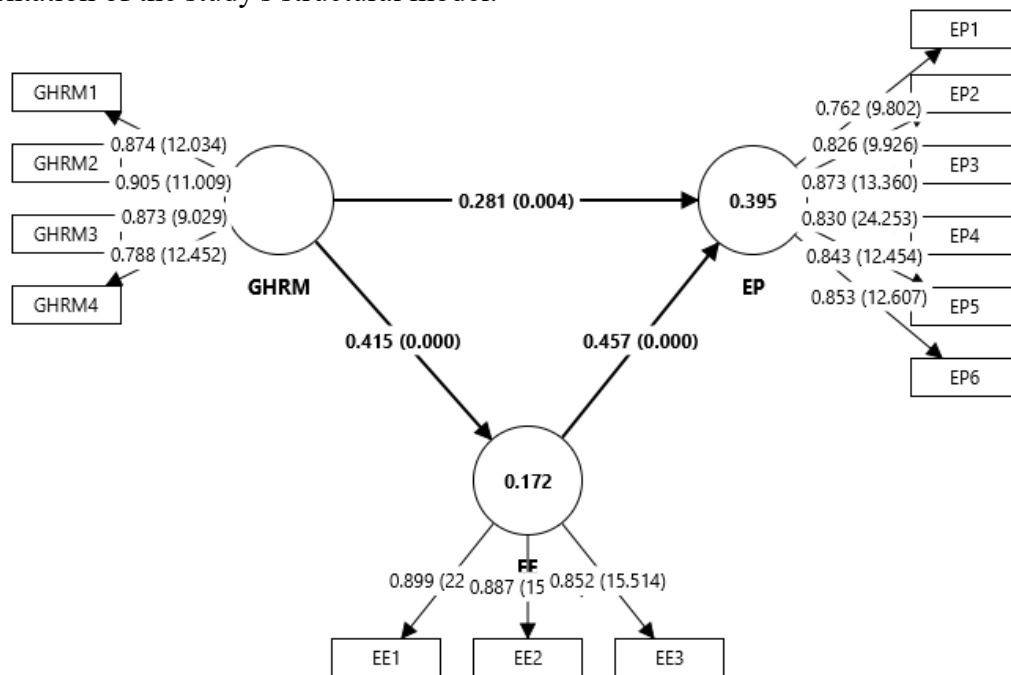


Figure 2. Initial PLS-Path Model
Source: Data Processed, 2024

The effect of G-HRM on employee performance

Based on the results of the first hypothesis test, which reveal that $p (0.004) < 0.05$, we can accept the first hypothesis. Green HRM aims to instill sustainability as a basic company value by raising environmental consciousness among workers. By incorporating environmentally sensitive practices into HR rules, companies can encourage a feeling of collective duty, which boosts morale and accountability in the workplace. By reducing operational expenditures, this strategic alignment helps to save money while simultaneously encouraging sustainable practices. Contentment with work, effectiveness, and overall performance are all enhanced when employees believe their firm is truly committed to environmental sustainability. This, in turn, enhances their corporate identification and intrinsic drive. Research shows that companies with

G-HRM policies are better equipped to recruit top personnel, have a positive employer brand, and meet public expectations for climate action and sustainable development. Alghamdi (2021) have found that G-HRM practices have an advantageous and noteworthy effect on worker performance. These include studies by Amjad et al. (2021), Saputro & Nawangsari (2021), Khan et al. (2022), and Hadi et al. (2023).

The effect of G-HRM on employee engagement

Based on the results of the second hypothesis test, which reveal that $p(0.000) < 0.05$, we can accept the second hypothesis. Employees who take part in green projects and corporate environmental policies are more invested in the company and have stronger emotional ties to their jobs, according to research. Through the implementation of G-HRM, organizations can increase employee engagement and buy-in to sustainability initiatives. This, in turn, helps employees make a personal link between their work and the company's environmental aims. Workers' intrinsic motivation, engagement on the job, and discretionary effort all increase when they cultivate this heightened sense of purpose and see their roles as crucial to larger ecological consequences. Employees gain a sense of pride and accomplishment when they join groups that care about the environment, which is in line with Social Identity Theory. In addition to reducing intents to leave and increasing innovative behaviors that provide competitive advantage, such a match between individual beliefs and corporate sustainability goals can help companies save money (Chaudhary, 2020). Research by Al-Hajri (2020), Baykal & Bayraktar (2022), and Aboramadan (2022) supports this conclusion, demonstrating that G-HRM promotes environmentally conscious actions among employees and has a favorable impact on engagement levels.

The effect of employee engagement on employee performance

It may be inferred from the third hypothesis test that the third hypothesis is accepted as $p(0.000) < 0.05$. Extensive empirical research on company practices consistently reveals a favorable correlation between high levels of employee engagement and superior job performance. As a significant psychological construct in the management of human capital, involvement of staff acts as a vital driver for inspiring workers to raise both quantitative production and qualitative work standards while attaining organizational objectives. When individuals sense true enthusiasm and psychological meaningfulness in their work, they demonstrate discretionary effort defined by voluntary overtime, proactive problem-solving behaviors, and inventiveness beyond official job requirements (S, 2023). Social Exchange Theory helps explain how this engagement leads to reciprocal organizational citizenship behaviors behind such performance enhancements. The findings that employee engagement is significantly related to performance among workers are corroborated by studies conducted by Samuel Oplot & Maket (2020), Abdullahi et al. (2021), and Sheta & Catur Afriasih (2023).

The mediating role of employee engagement on the effect of G-HRM on employee performance

The value of $p(0.007) < 0.05$, as shown by the fourth hypothesis test, suggesting that the fourth hypothesis is accepted. Employee participation mediates the association between G-HRM practices and improved performance on the job, according to the available evidence. Employees are more invested in G-HRM's sustainability efforts because they experience purpose transcendence, the knowledge that their work has an impact on the world beyond their immediate workplace. Emotional connection (affective commitment) and normative commitment (feeling of duty) are both strengthened when individual responsibilities are in line with sustainability outcomes at the macro level. When people feel connected to their work, it shows in their performance in many ways: they work more when they don't have to, they come up with more

creative methods to be sustainable, and they are more resilient when faced with obstacles. Since authenticity reinforces the psychological contract between employees and company about environmental stewardship, these impacts are especially noticeable when G-HRM programs are seen as genuine, rather than symbolic. Consistent with other studies, this one finds that G-HRM practices with green behavior and company performance are positively correlated with worker engagement (Ababneh, 2021; Zhu, 2023).

4. CONCLUSION AND RECOMMENDATION

Conclusion

There was is possible to get the following findings from data analysis and empirical research: 1) While employee involvement mediates the effect of G-HRM on their performance, the introduction of G-HRM itself contributes to better performance. 2) Employees are more invested and motivated when they work in an atmosphere that values sustainability and conservation, and the G-HRM practices that the organization has put in place can help achieve just that. Thirdly, workers' output improves noticeably as their level of engagement rises. 4) Green HRM has a stronger impact on performance when employees are actively involved.

This research has several limitations that need to be considered. First, the data collected is cross-sectional, so it cannot depict changes in the relationships between variables over the long term or capture causal effects in greater depth. Second, this research is limited to the fitness sector in the Bali region, specifically at Fitnes Plus branches, which may affect the generalization of these findings to other service sectors with different characteristics. Third, the data collection technique through questionnaires allows for respondent bias, such as social desirability bias, where employees tend to answer in a way that is considered positive or desirable.

Reccomendation

In order to study causal linkages more thoroughly, future research should employ a longitudinal strategy. To further improve the generalizability of the conclusions, research should be expanded to additional service sectors with various operational characteristics. To enhance insights and decrease the danger of bias, data collection procedures can be modified, such as using focus groups or in-depth interviews. Businesses should regularly train their staff on G-HRM and use it consistently. An other strategy to maximize staff involvement and performance is to offer incentives for eco-friendly activities.

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