

Green Concept: The Impact Of Employee Behavior On Performance Is Mediated By Work Involvement In The Indonesian Government's Sub-District Organizations

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Abstract: An environment is a place of needs that cannot be separated from human life. Sub-District Organizations as government agencies that provide services to the community are required to improve performance that leads to environmental preservation in the workplace. So that the behavior of employees who care about the environment (green), their involvement in creating a green environment (green work engagement), and performance as an impact of green behavior is very interesting to study more deeply in quantitative research. This research is designed using explanatory research or research that explains cause and effect. The research method is a survey to collect primary data. Questionnaires were used for data collection. The research population is all members of the Sub-District Organization with the status of permanent employees totaling 60 employees. The sampling technique used the census method. The results of the study prove that (1) green employee behavior affects green performance, (2) green employee behavior affects green work engagement, (3) green work involvement affects green performance, (4) green work involvement mediates the influence between green employee behavior and green performance. Another finding shows that the behavior of employees has led to what they are doing, always paying attention to the preservation of the environment in which they work.

Keywords: green employee behavior, green work engagement, green performance.

I. INTRODUCTION

Organizations are required to be more concerned with environmental issues, the concept of green performance is associated with green products, green processes, green management, and practices to reduce environmental challenges caused by production activities. Green innovation is also related to green performance where management processes or activities minimize environmental problems such as pollution and resource consumption caused by organizational activities.

An environment is a place of needs that cannot be separated from human life. Sub-District Organizations as agencies that provide services to the community are required to improve environmentally friendly performance in the workplace. So that the behavior of employees who care about the environment (green), their involvement in creating a green environment (green work engagement), and performance as an impact of green behavior and engagement are very interesting to be studied more deeply in quantitative research.

Green employee behavior is seen as key to implementing effective green practices in the workplace. Engaging employees in environmentally friendly practices is essential for environmental management initiatives (Titisari et al., 2014); (Aboramadan, 2020), as this will contribute to better and more profitable environmental performance (Kim et al., 2019). The explanation above suggests that the work involvement of environmentally friendly employees by implementing environmentally friendly practices as green employee behavior can be a determining factor for the realization of environmentally friendly employee performance.

Several previous studies examined the effect of green employee behavior variables, green job involvement, and green performance. For testing the behavior of green employees on green performance, Yang et al. (2015) and Kuo & Lin (2020). For testing the behavior of green employees on green work involvement, it was proven to have a significant effect by Aboramadan (2020) and Jung & Yoon (2018). For testing green work

involvement on green performance, it was proven to have a significant effect by Karatepe (2015) and Tisu et al. (2016). For testing the behavior of green employees on green performance through the mediating variable of green work involvement, Titisari et al. (2014), Aboramadan (2020), and Kim et al. (2019). Regarding the issue of environmental sustainability in the workplace, this study intends to examine the effect of green employee behavior on green performance through green work involvement as a 'mediation variable in Sub-District Organizations.

II. LITERATURE REVIEW

Green Performance is all forms of operational procedures and employee behavior in organizations related to environmentally friendly issues (Pipatprapa et al., 2017). Organizational processes and their compliance with environmental regulations (Rekik & Bergeron, 2017). Efficiency and effectiveness in environmental preservation of organizations that focus on transforming operations into environmentally friendly activities by bringing about fundamental reforms in product/service operational processes (Yuan & Xiang, 2018). The green performance indicators according to Yuan & Xiang (2018) include skills, abilities, punctuality.

Green work engagement is defined as a positive, fulfilling, and work-related state of mind characterized by strength, dedication, and absorption while taking into account environmental factors in carrying out work (Schaufeli et al., 2002:74). Environmentally friendly actions aim to invite employees to be involved in maintaining the sustainability of the surrounding environment by providing awareness of individuals in saving the environment (Albrecht et al., 2015). The indicators of green work involvement according to Albrecht et al. (2015) include caring, having passion, discipline.

Green Employee Behavior is the behavior of someone who is relatively more positive in carrying out environmental protection called green behavior which includes environmental sustainability and environmentally friendly behavior (Safari et al., 2017); (Norton et al., 2017) defines green employee behavior, a specific form of environmentally friendly behavior in the workplace, as measurable actions and behaviors that involve employees who are related and contribute to environmental sustainability. Titisari et al. (2014) define a broad construct of pro-environmental or "green" behavior as individual activities that minimize harm to or benefit the natural environment i.e. green behavior in general. The indicators of green employee behavior according to Norton et al. (2017), among others, comply with green policies, modify green work procedures, reduce waste, promote green activities.

Previous research confirms that internal green practices and external green collaboration have a positive impact on green performance, which in turn helps to increase the competitiveness of companies (Yang et al., 2015). The findings of the study indicate that environmentally friendly operational practices have a positive impact on environmentally friendly behavior and environmentally friendly performance (Kuo & Lin, 2020). The above explanation shows that the behavior of green employees makes a significant contribution to green performance.

H1: Green Employee Behavior affects Green Performance.

The results of previous studies showed that the behavior of green employees was demonstrated to be a significant intervention mechanism for green work engagement (Aboramadan, 2020). Another study found that the behavior of green employees significantly affects the level of engagement of green employees (Jung & Yoon, 2018). The explanation above shows that the behavior of green employees has a significant effect on green work engagement.

H2: Green Employee Behavior affects Green Work Engagement.

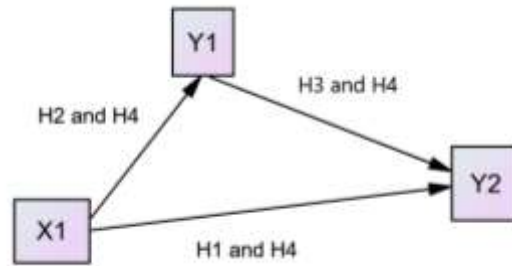
The results of research by Karatepe (2015) and Tisu et al. (2016) show that green work involvement as mediation has a positive effect on employees' green performance. The explanation above shows that green work involvement has a significant effect on green performance.

H3: Green Work Engagement affects Green Performance

Green employee behavior is seen as key to implementing effective green practices in the workplace. In addition, research has shown that involving employees in environmentally friendly practices is essential for environmental management initiatives (Titisari et al., 2014); (Aboramadan, 2020), as this will contribute to better and more profitable environmental performance (Kim et al., 2019). The explanation above shows that the work involvement of environmentally friendly employees by implementing environmentally friendly practices as green employee behavior can be a 'determining factor for the realization of environmentally friendly employee performance.

H4: Green work involvement mediates green employees' behavior towards green performance.

Figure 1. Research concept framework



Note: X1=Green Employee Behavior; Y1= Green Work Engagement; Y2= Green Performance

III. RESEARCH METHODS

Research design

The research design uses explanatory research with a quantitative approach using survey methods. Sources of data using primary and secondary data. The instrument used is a questionnaire using a Likert scale. The Likert scale on choice 1 indicates "strongly disagree", choice 2 indicates "disagree", choose 3 is neutral, choice 4 indicates "agree" and choice 5 indicates "strongly agree".

Respondent Population and Sample

The population in this study were all members of the Organization Sub-District. The sampling technique used a census (the number of samples is the same as the population) as many as 60 employees

Variables and Indicators

Green employee behavior is measured by 4 indicators, namely complying with green policies, modifying green work procedures, reducing waste, and promoting green activities. Green work involvement is measured by 3 indicators, namely caring, having passion, and discipline. Green performance is measured by 3 indicators, namely skills, abilities, and timeliness. The structure of variables, indicators, and the number of research instruments is presented in Table 1.

Table 1. Variables, Indicators, and Instrument Items

Variables and Indicators	Number of Items
Green Employee Behavior (X)	
Comply with green policy (X1)	2
Modify green work procedures (X2)	2
Waste reduction (X3)	2
Promote green activities (X4)	2
Green Work Engagement (Y1)	
Concern (Y11)	2
Have the spirit (Y12)	2
Discipline (Y13)	2
Green Performance (Y2)	
Skills (Y21)	2
Ability (Y22)	2
Punctuality (Y23)	2

IV. RESEARCH RESULT

Respondent profile

Questionnaire answer sheets can be collected quickly because there are not many respondents and the researcher knows them very well. The researcher visited the research respondents one by one while they were working. They were very cooperative with the researchers and were willing to fill out the questionnaires they received immediately. Table 2 shows the profile of the respondents studied.

Table 2. Profile of Respondents.

Gender	%	Level education	%	Working time	%
Male	49,7	Basic school	3,4	0-5 years	11,7
Female	50,3	middle school	3,4	6-10 years	18,3
respondent's age	%	High school	53,3	11-15 years	21,7
21-30 years old	16,6	Diploma	-	16 years and over	48,3
31-40 years old	35,0	Bachelor	38,3		
41-50 years old	28,4	Postgraduated	1,6		
51-60 years old	20,0				

The majority of respondents are women, in the age range of 31 to 40 years, the last education is mostly at the senior high school level, the length of work of 16 years and over dominates. This profile shows that the respondents have long tenure and are very familiar with their work environment. So that they understand the question of “green”, namely the perception of environmental care.

Description of Analysis Results

Analysis of data processing using the SPSS program. There are 3 research variables, 10 indicators, and 20 instruments. The results of testing the validity and reliability of 17 items proved valid as evidenced by the acquisition of the probability value of each instrument not exceeding an error rate of 5%. This shows that respondents understand the questions asked and answer according to their perceptions.

The results of the research instrument reliability test showed a good level of reliability as evidenced by the Chronbach alpha value that did not exceed the value of the r table (0.250). This means that if the question is asked one more time, the respondent will answer relatively the same as the answer that has been asked.

The results of the descriptive analysis for each research variable, indicator, and 20 research instruments are presented in the Appendix.

The main factor that supports the behavior of green employees, namely complying with green policies is reflected in all employees maintaining a clean environment in the workplace. The main factor that supports green work involvement is having a spirit that is reflected in every employee being moved to preserve the environment. The main thing that can improve green performance is punctuality as reflected by employees completing tasks according to the targets that have been set while still paying attention to environmental regulations.

Results of linear regression analysis

To build a structural equation model, two regressions were performed. The results of the regression model equation are as follows:

The first simple linear regression model: $Y1 = 0.443X1 + e1$

Second multiple linear regression model: $Y2 = 0.463X1 + 0.292 Y1 + e2$

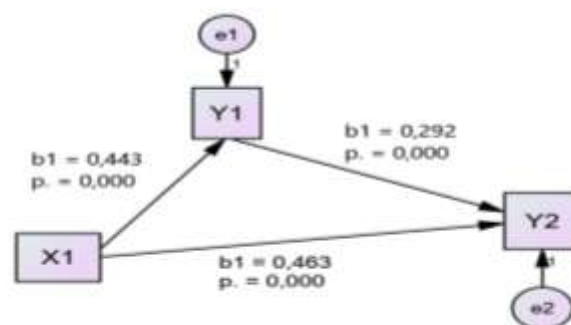
Note:

X1 = Green Employee Behavior

Y1 = Green Work Engagement

Y2 = Green Performance

Figure 2 Results of the structural equation model



Based on the picture above, it can be obtained information regarding the effect of green employee behavior on green performance that the p-value (0.000) < (0.05) which means that green employee behavior has a significant effect on green performance. Regarding the effect of green employee behavior on green work engagement, the p-value (0.000) < (0.05) means that green employee behavior has a significant effect on green work engagement. Regarding the effect of green work involvement on green performance, the p-value (0.012) < (0.05) means that green work involvement has a significant effect on green performance. In Table 3 the results of the path analysis explain that green work involvement can be a mediation between the influence of green employee behavior and green performance, both direct and indirect effects.

Table 3 Recapitulation of Path Analysis Result.

Variable			p.	Coefficient			Result
Independent	Mediation	Dependent		Direct effect	Indirect effect	Total Effect	
Green Employee Behavior		Green Performance	0,000	0,463	-	-	H1 accepted
Green Employee Behavior	Green Work Engagement	-	0,000	0,443	-	-	H2 accepted
-	Green Work Engagement	Green Performance	0,012	0,292	-	-	H3 accepted
Green Employee Behavior	Green Work Engagement	Green Performance	-	0,463	0,443 x 0,292 = 0,129*	0,592*	H4 accepted

*) Significant level (p) less than 5%

V. DISCUSSION

Good green employee behavior can effectively increase success in better environmental management in the workplace as well as increase green work engagement to assist employees in overcoming environmental challenges and problems in the organization by always complying with green policies. As the opinion of Norton et al (2017) states that green employee behavior is a specific form of environmentally friendly behavior in the workplace, as measured actions and behaviors that involve employees who are related and contribute to environmental sustainability. Green employee behavior is a very important intervention mechanism to influence the level of green employee involvement in an organization. The results of this study support Aboramadan (2020) and Jung & Yoon (2018) stating that environmentally friendly work practices implemented as environmentally friendly employee behavior can increase green work engagement.

The application of green employee behavior for the organization plays an important role because the application of good green employee behavior on the work carried out by each employee in an organization it is expected to improve employee green performance. As the opinion of Safari et al (2017) states that the behavior of green employees is the behavior of someone who is relatively more positive in carrying out environmental protection called green behavior which includes environmental sustainability and environmentally friendly behavior. The implementation of green employee behavior is carried out to maximize better environmental management in the workplace as well as to assist employees in overcoming environmental challenges and problems that lead to the better green performance of the organization and the community as a whole. The results of this study are consistent with Yang et al (2015) and Kuo & Lin (2020) which state that the application of green employee behavior makes a significant contribution to green performance.

Every employee always pays attention to environmental factors so that the work they get also has an impact on increasing environmentally-friendly performance. As the opinion of Schaufeli et al (2002:74) states that green work involvement is defined as a positive, fulfilling, and work-related state of mind characterized by strength, dedication, and absorption while taking into account environmental factors in carrying out work. The involvement of every employee to be engaged in preserving the environment is a condition that is directed towards achieving organizational goals so that employees can work optimally by producing environmentally friendly performance. Green work involvement must be maintained so that employees can produce green performance following the wishes of the organization. The results of this study support Karatepe (2015) and Tisu et al (2016) which state that green work involvement will increase green performance.

Good behavior of green employees can support the level of green performance, what is meant in this case is that every employee as the main actor in implementing environmentally friendly practices in the workplace is

expected to carrying out his work can provide good examples and role models, especially to himself and others at work. Generally, so that it can produce environmentally friendly performance because the achievement of green performance in the organization cannot be separated from the behavior of green employees. This agrees with Titisari et al (2014), Aboramadan (2020), and Kim et al (2019) stating that employee involvement in environmentally friendly practices is very important for environmental management initiatives, as this will contribute to better and more profitable environmental performance. . Thus, the work involvement of environmentally friendly employees by implementing environmentally friendly practices as green employee behavior can be a determining factor for the realization of environmentally friendly employee performance.

VI. CONCLUSIONS AND RECOMMENDATIONS

The better the behavior of employees to be friendly to the environment can increase the involvement of each employee to work by always preserving the environment in the workplace. The better the behavior of employees to be friendly to the environment that is applied in the organization is proven to be able to increase the performance of environmentally friendly in the place where they work. The higher the level of employee work involvement to preserve the environment is proven to increase the performance of environmentally friendly employees. Green employee behavior can improve green performance if it is supported by employees who have high environmentally friendly work involvement.

Recommendations from this study for employees who work in Sub-District offices should maintain green behavior and be improved so that environmental sustainability remains optimal. Increasing the involvement of every employee to work by always preserving the environment in the workplace while paying attention to environmental regulations is a must. To preserve nature, there needs to be a reward for employees who have succeeded in maintaining and implementing environmentally friendly practices as green employee behavior in the workplace. This is a stimulus for the realization of environmentally friendly employee performance and maintaining human harmony with the environment. For future researchers, it is recommended to add other variables that are not included in this study that are predicted to affect green performance, such as green human resource planning and green innovation.

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APPENDIX

1. Recapitulation of Validity Test Results, Reliability Tests, and Instrument Descriptive Tests

Variables and indicators	Items	Correlation coefficient	Reliability Coefficient	Mean
Green Employee Behavior (X1)			0,712	4,04
Comply with green policy (X11)	X111	0,256		4,31
	X112	0,411		3,95
Modify green work procedures (X12)	X121	0,570		3,88
	X122	0,508		4,00
Waste reduction (X13)	X131	0,447		4,13
	X132	0,458		3,95
Promote green activities (X14)	X141	0,481		4,01
	X142	0,285		4,10
Green Work Engagement (Y1)			0,712	4,00
Concern (Y11)	Y111	0,584		3,93
	Y112	0,577		3,91
Have the spirit (Y12)	Y121	0,264		4,36
	Y122	0,633		3,88
Discipline (Y13)	Y131	0,647		4,05
	Y132	0,479		3,88
Green Performance (Y2)			0,712	3,86
Skills (Y21)	Y211	0,797		3,80
	Y212	0,566		3,76
Ability (Y22)	Y221	0,645		3,63
	Y222	0,788		4,05
Punctuality (Y23)	Y231	0,727		4,01
	Y232	0,636		3,95

2. Variables, Indicators, and Instruments

Nom	variables	Indicators	Instruments
1	Green Employee Behavior (X1)	Comply with green policy	1) I maintain a clean environment at work. 2) I take care of nature at work.
		Modify green work procedures	1) I save the document file in softcopy form 2) I sent a meeting invitation letter using Whatsapp
		Waste reduction	1) I use paper efficiently to reduce paper waste. 2) I bring my drink tumbler bottle from home to reduce plastic waste
		Promote green activities	1) I invite colleagues to plant plants around the office environment. 2) I invite colleagues to use environmentally friendly products.

Nom	variables	Indicators	Instruments
2	Green Work Engagement (Y1)	Concern	1) I throw the trash in its place. 2) I turn off the water faucet after every use.
		Have the spirit	1) I am moved to preserve the environment. 2) I always save on the use of 'electrical energy.
		Discipline	1) I comply with environmental regulations set by the agency. 2) I am responsible for creating a clean environment.
3	Green Performance (Y2)	Skills	1) I process waste in a 3R way (Reduce, Reuse, Recycle). 2) I apply the 5R concept (Concise, Neat, Clean, Treat, Diligent) to organize my workspace
		Ability	1) I can do work by paying attention to environmental concerns. 2) I can solve environmental problems.
		Punctuality	1) I complete the task according to the target that has been set while still paying attention to environmental regulations. 2) I maximize the time available to complete work without neglecting environmentally friendly work procedures.