

## Green HRM In Improving Employee Performance By Mediating Role Of Green OCB And Green Behavior: Study On Manufacturing Companies In Singapore

Fery Riyanto\*<sup>1</sup>, Amron Amron<sup>2</sup>, Jamanto Sujipto<sup>3</sup>

<sup>1,2</sup>Doctor Management, Faculty of Economics and Business, Dian Nuswantoro University, INDONESIA

<sup>3</sup>Director Blue Pearls Trading Pte Ltd, Singapore

\*Corresponding Author: [p42202200002@mhs.dinus.ac.id](mailto:p42202200002@mhs.dinus.ac.id)

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**Abstract.** This study examined the effect of green human resource management (GHRM) and organizational performance on Singapore's ELPRO Steel Conduit and Cable Support System Manufacturing Industry. This study introduced Green Behavior and Green OCB (Organizational Citizen Behavior) as mediating variables. This study uses a quantitative method. Data analysis used Partial Least Square (PLS) with smart-PLS3 software. The study population was Blue Pearls Pte Ltd Manufacturing Industry, Singapore's ELPRO steel conduit and cable support employees, with 106 respondents using the census sample method. The results showed that all the hypotheses tested were accepted. GHRM significantly impacts employee performance through the dominant factor of employee involvement in environmentally friendly practices. Meanwhile, Green Behavior and Green OCB can indirectly mediate GHRM on employee performance. The results of this research can provide insights for organizational to develop policies, programs and practices that encourage the adoption of GHRM, green Behavior and green OCB of employees and improve employee performance in their organization.

**Keywords:** Green Human Resource Management, Green OCB, Green Behaviour, Employee Performance

### INTRODUCTION

Global warming is currently increasingly worrying. This is the impact of human and industrial activities that are not synergized with concern for the environment (Bergquist & Warshaw, 2019). Caring for the environment is an ethical act that respects the welfare of society and future generations (Garnett & Balmford, 2022). The manufacturing industry is currently a significant concern because this sector is considered to produce waste that impacts environmental damage (Shah et al., 2021). Manufacturing businesses must understand that a safe and sustainable environment is a prerequisite for long-term survival (Peng & Zhang, 2022). Without environmental protection, organizations may face significant difficulties with resource supply, brand reputation, and the ecological balance necessary for their operations. (Peng & Zhang, 2022). Ecologically sound green human resource management (GHRM), produced by organizations, uses environmentally friendly human resource techniques. (Hadjri et al., 2020; Obeidat et al., 2020; Shafaei et al., 2020).

Research on Green Human Resource Management (GHRM) in manufacturing organizations shows interesting results (Rashid & Alam, 2020). The goal of GHRM adoption in the industrial sector is to include sustainable business practices to improve organizational performance on both an economic and environmental level (Ghouri et al., 2020). Implementing GHRM helps manufacturing companies reduce waste and increase energy efficiency (Zhao et al., 2021). Using more efficient technologies and environmentally friendly production processes helps reduce energy consumption and generates less waste (Sun et al., 2022). GHRM can be moderated by "green behaviours," a proactive and responsive behaviour that encourages sustainable behaviours in an organizational context (Aboramadan, 2022). Green Behavior mediation in GHRM can help promote and strengthen the adoption of sustainable practices at various levels of the organization (Deshpande & Srivastava, 2022). More research is needed to understand the mediating and moderating mechanisms involved in the relationship between GHRM and organizational performance (Zhang et al., 2019). For instance, how does Green Behavior mediate the connection between GHRM practices and employee performance (Unsworth et al., 2021). Implementing Green Human Resource Management (GHRM) can positively impact the performance of employees and the organization (Wongleedee, 2020). Human resource management techniques emphasizing social and environmental sustainability are known as GHRM. Most studies have examined how GHRM implementation affects overall organizational performance; however, the effects on employee performance have received less attention. Green organizational citizen behaviors (Green OCB), a volunteer action done out by employees without payment in a welcoming atmosphere, is the appropriate factor in mediating GHRM adoption and performance (Chen et al., 2023). According to Hooi et al., (2022), green OCB is an excellent way to improve employee performance and apply GHRM.

Singapore's manufacturing sector still struggles with GHRM practices due to a lack of widespread knowledge and comprehension of sustainable practices. Many businesses are still unaware of the possible financial and environmental advantages of implementing GHRM. One example of a manufacturing company in Singapore is Blue Pearls Trading Pte Ltd, which produces Steel Conduit Systems & Accessories, Cable Support Systems, and others. Even though the Blue Pearl Company has been recognized as a company with international quality standards ISO 9001:2008, there are problems related to implementing GHRM, which have not been fully implemented. The issues faced by Blue Pearls Trading Pte Ltd include low environmental awareness and a lack of understanding of sustainable practices among human resources. Therefore, it is necessary to implement GHRM in this organization. In Singapore, the manufacturing industry must often comply with strict environmental regulations and standards. In this context, GHRM can help companies meet environmental requirements set by governments and regulatory agencies. Problems with employee performance data Blue Pearls Trading Ltd has shown less significant performance for three years. In 2021 employee performance was recorded at 65.5%. In 2022 employee performance was recorded to have decreased by 70%, and in 2023 the initial quarter recorded employee performance experienced a slight decrease of 69.5% (Blue Pearls Trading Pte Ltd performance data).

Phenomena described it is necessary to explore the implementation of GHRM further. The impact of GHRM implementation on the organization will be the main topic of this study. This study aims to investigate and assess how GHRM has performed at Blue Pearls Trading Pte Ltd. Additionally, research on Singapore's environmental protection laws, natural resource management practices, and sustainability initiatives can help to shed light on various methods for addressing environmental problems.

## **LITERATURE REVIEW**

### **Background Theory**

The AMO (Ability-Motivation-Opportunity) theory explains the connection between GHRM (Green Human Resource Management) variables and employee performance (Zhao et al., 2021). According to this hypothesis, when workers have the capacity, drive, and chance to engage in the desired behaviour, their performance will rise (Ly, 2023; Zhao et al., 2021). The ability, motivation, and opportunity (AMO) theory describe how these factors affect employee performance (Zhao et al., 2021). According to this AMO theory, employees will perform better at work if they have the necessary abilities, are highly motivated, and have sufficient opportunities to do their jobs (Andjarwati et al., 2019).

### **Green Human Resource Management (GHRM) and Green Behavior**

Green Human Resource Management (GHRM) is a human resource management approach that focuses on integrating sustainable and environmental practices into an organization's H.R function (Aburahma et al., 2020a, 2020b; Hadjri et al., 2020; Kusumawati, 2021). GHRM encourages environmentally friendly employee behaviour and actions, known as Green Behavior (Zhang et al., 2019). Individuals or communities can show sustainable and ecologically friendly behaviours (Rubel et al., 2020). Green behaviour includes actions and decisions that increase sustainability and reduce harmful environmental effects (Deshpande & Srivastava, 2022). In manufacturing organizations, green Behavior is considered essential organizational operations because this Behavior will have an effective and efficient impact on organizational operations (Davis et al., 2020). For instance, employees practising good green behaviour are more concerned with conserving energy, reducing water use, and preventing resource waste (Zhang et al., 2019).

The goal of GHRM research on green behaviour is to comprehend the connection between the level of organizational performance and the environmentally friendly behaviours that people or groups within organizations adopt (Unsworth et al., 2021). This research explores how green Behavior can impact various financial, operational, and reputation performance indicators (Rubel et al., 2020)

*H1: Green Human Resource Management (GHRM) Has a Significant Positive Impact on Green Behavior.*

### **Green Human Resource Management and Green OCB**

Employee actions towards environmental improvement are referred to as "green organizational citizen behaviours" (Green OCB) and are not paid for by the company (Hooi et al., 2022). According to Chen et al., (2023) the sustainable behaviours of organization employees are correlated with green OCB. Like Green OCB, employees who voluntarily go above and beyond their formal duties and responsibilities can significantly assist the organization (Pham et al., 2019). To increase operational effectiveness, Green OCB can determine a worker's advantages and disadvantages and offer feedback on performance (Z. Liu et al., 2021).

Pham et al., (2019) state that when an organization adopts GHRM implementation, it will make employees feel valued as members of a socially, economically, and environmentally responsible organization. The research results show that GHRM is directly related to green OCB and sustainable company performance. Green OCB is essential in creating a work environment that supports sustainability and influences overall employee performance (Alameri & Alrajawy, 2020).

*H2: Green Human Resource Management (GHRM) Has a Significant Positive Impact on Green OCB.*

### **Green Behavior and Employee Performance**

Studying the connection between environmentally friendly conduct undertaken by individuals or groups within an organization and overall employee performance is the research goal of green behaviour on employee performance (Bohnamann et al., 2016). Green behaviour can impact organisational performance measures financially, operationally, and reputationally (Faraz et al., 2021). Green Behavior is defined as individual or group Behavior that prioritizes environmental sustainability and environmentally friendly practices (Khan et al., 2022). Green behaviour refers to behaviours and choices that lessen adverse effects on the environment, such as energy conservation, responsible waste disposal, resource sustainability, and involvement in environmental efforts. Employees' green behaviour covers collective and individual acts that encourage environmentally friendly and sustainable practices. at work (Titisari et al., 2014). Examples include utilizing energy more effectively, managing waste properly, utilizing environmentally friendly items, and engaging in sustainable projects (Ly, 2023). Research by Bohnamann et al., (2016) explains that adopting green Behavior by employees impacts better employee performance. This involves an analysis of the effect of green Behavior on operational efficiency, cost reduction, and sustainable revenue increase (Bashirun, 2019).

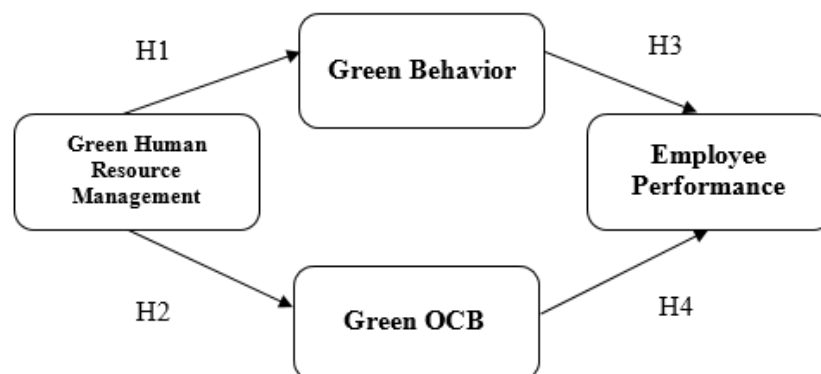
*H3: Green Behavior Has a Significant Positive Influence on Employee Performance.*

### **Green OCB and Employee Performance**

A notion known as "green OCB" (organizational citizenship behaviour) refers to acts made voluntarily by staff members to support and contribute to environmental sustainability within the organization (Hooi et al., 2022). Actions or conduct by employees that go above their formal obligations and responsibilities, particularly those connected to ecologically friendly practices, are referred to as "green OCB." (Chen et al., 2023). Research on how Green OCB affects employee performance can highlight employees' role in building a more sustainable and productive company. The company would benefit as well as the environment if more people adopted green practices. Green OCB can improve employee performance by fostering greater motivation, engagement, innovation, teamwork, and reputation. Organizations that support and promote Green OCB tend to foster a healthy work environment (X. Liu & Yu, 2023).

The findings show GHRM has a positive relationship with green OCB. Furthermore, the research findings of Saputro & Nawangsari, (2021) show that green training positively affects environmental, social, and economic performance. Observes that green OCBE contributes to employee performance.

*H4: Green OCB Has a Significant Positive Effect on Employee Performance*



**Figure 1.** Conceptual framework

## METHOD

This research was conducted in May-August 2023. The research was conducted at Blue Pearls Pte Ltd (Singapore). The total population in this study were 106 employees. The sampling technique uses the census method, where the entire population data in this study is used. The method used in this study is a quantitative method using partial least squares (PLS) with Smart-PLS3 software. Data collection used a questionnaire technique by distributing closed questionnaires to Blue Pearl Company (Singapore) employees. The measurement of the research questionnaire used a Likert scale of 1-5. Four indicator items measure the GHRM variable. The green behaviours variable is measured by four indicator items, four indicator items measure the green OCB variable, and the employee performance variable is measured by five indicator items.

The demographics of the research respondents describe the actual conditions of the respondents' needs on the research object. Based on gender, the demographics of the respondents were dominated by male respondents, with as many as 80 respondents with a percentage of 75.4 per cent. According to the education level of the respondents in this study, 60 respondents were dominated by high school education with a percentage of 50 per cent. According to the respondents in this study, 72 respondents were dominated by operational employee positions, with a percentage of 67.9 per cent. Respondent demographics in this study can be seen in Table 1.

**Table 1. Respondent Demographics**

	Amount	%
Gender		
Male	80	75.4
Female	26	24.6
Education Level		
Master	3	2.8
Bachelor	50	50
High School	60	47.1
Employment Category		
Manager	4	3.77
Staff	10	9.43
Engineer	20	18.8
Operational	72	67.9

Source: Primary Data Processed in 2023.

## ANALYSIS AND DISCUSSION

The research uses statistical structural equation modelling (SEM) to simulate intricate interactions between observed variables (Ringle & Gudergan, 2018). SEM can be used to examine the causal connections between measurable variables and latent variables (constructs that are not directly measured) in a model (Dash & Paul, 2021). This research underwent the Outer and Inner Model analysis stages (Zeng et al., 2021).

### Outer Model Testing

The outer model aims to evaluate the validity and reliability of the indicators used to measure constructs (Hair et al., 2020). The reliability test of this research item is used to determine the reliability of a research item in measuring its research variables (Pering, 2020). The reliability value of the data can be seen from the Cronbach alpha value, which must be more than  $> 0.70$ , the Composite Reliability (C.R) value which must be  $> 0.70$ , and the average

variance extract (AVE) matter, which must be more than  $> 0.5$  (Thursday et al., 2021). Based on the reliability test that has been carried out on the research items used, it shows that the research items are reliable. The research reliability test can be seen in Table 2.

Discriminant validity is a statistical method to test how much a variable can differentiate between different groups. This concept is essential in factor and principal component analysis (Pering, 2020). Discriminant validity can be seen from the cross-loading value of the variable, which is higher than the cross-loading value of other variables. So far, all the variables used in this study have fulfilled discriminant validity. The discriminant validity test of the survey can be seen in Table 3.

**Table 2. Reliability and Validity**

	Item	Loading Factor	Cronbach Alpha	C.R	AVE
GHRM			0.807	0.872	0.632
	X1 Employee Engagement	0.739			
	X2 Contribution to the Environment	0.828			
	X3 Training	0.766			
	X4 Environmental activities	0.842			
Green Behavior			0.814	0.879	0.645
	X5 Completing the task	0.870			
	X6 Fulfil responsibilities	0.767			
	X7 Do the job	0.850			
	X8 Environmentally friendly initiative	0.716			
Green OCB			0.761	0.848	0.583
	X9 Give suggestions	0.704			
	X10 Contribution to the Environment	0.807			
	X11 Behavioral drive	0.791			
	X12 Weighing action	0.747			
Employee Performance					
	X13 Quantity	0.837	0.893	0.921	0.702
	X14 Quality of work	0.860			
	X15 Job knowledge	0.878			
	X16 Creativity	0.779			
	X17 Initiative	0.831			

Source: Smart-PLS3 2022 Outputs.

**Table 3. Discriminant Validity**

	Mean	STD	EP	GB	G-OCB	OG
EP	21.60	2.606	0.838			
GHRM	16.09	2.021	0.574	0.795		
GOCB	17.03	1.876	0.794	0.633	0.763	
GB	17.25	2.047	0.811	0.711	0.749	0.803

Note

GHRM: Green Human Resource Management

GB: Green Behavior

G-COB: Green Organizational Behavior

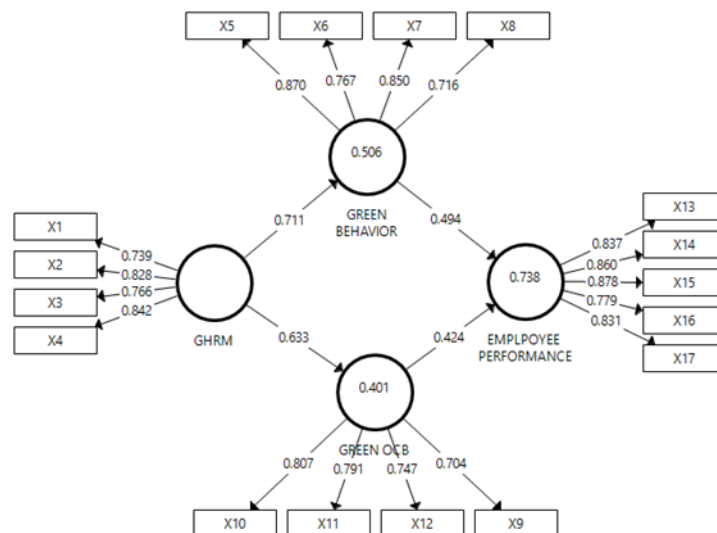
EP: Employee Performance

Source: Smart-PLS3 2022 Outputs.

### Inner Model Testing

The  $Q^2$  value is used to observe the inner model test. The second value of R-Square is obtained and used to determine the value of  $Q^2$ . When Q-Square, it implies that the structural model has excellent predictive relevance because it measures how well the observed values are created by the model (Dash & Paul, 2021). The  $Q^2$  value of the respondents in this study was 2,58. This shows that the independent variable has an excellent predictive level of the dependent variable. So based on the  $Q^2$  value of the two models, it is known that this research model has good predictive relevance because  $Q^2$  is more significant than zero.

After estimating the structural model, the hypothesis proposed in the research can be tested. This involves testing the significance of the path coefficient, which describes the relationship between latent variables. Statistical tests, such as bootstrapping, generate sample distributions of path coefficients and test their statistical significance. Hypothesis testing can be seen from the P-value, and T-statistic values, where the P-value must be less than  $<0.05$ , and the T-statistic must be more than  $> 1.96$  (Pering, 2020). Hypothesis testing in this study can be seen in Table 3.



**Figure 2.** Path Analysis  
Source: Smart-PLS3 2022 Outputs.

**Table 4.** Hypothesis Testing

	$\beta$	T-Statistic	P-Value	Result
GHRM -> GB	0.711	15.983	0.000	Accepted
GHRM -> GOCB	0.633	10.063	0.000	Accepted
GB -> EP	0.494	5.026	0.000	Accepted
GOCB -> EP	0.424	4.186	0.000	Accepted
GHRM -> GB -> OG	0.351	4.598	0.000	Accepted
GHRM -> GOCB -> EP	0.269	3.549	0.000	Accepted

Source: Smart-PLS3 2022 Outputs.

### Green Human Resource Management (GHRM) Against Green Behavior

The results of data analysis show that the hypothesis of Green Human Resource Management (GHRM) has a significant positive effect on green Behavior and can be accepted based on a P-value of less than 0.05. This explains that GHRM significantly impacts green Behavior at the Blue Pearls Trading Pte Ltd. The dominant factor in increasing green Behavior in this study is employee involvement. This illustrates that GHRM focuses on employee empowerment, participation, and involvement in sustainable initiatives, which can improve

employee behaviour in increasing environmental awareness. When employees feel, they are helping to maintain a sustainable organizational structure, their engagement and motivation may increase. Employees that feel valued and motivated often work more effectively, make more substantial contributions, and are more committed to the organizations (Khan et al., 2022). This study supports the findings of a previous study conducted by Aboramadan, (2022), which stated that GHRM positively impacts organizational performance. The results of the study are in line with the AMO theory, which states that AMO can be applied by identifying employees' abilities to implement sustainable practices, motivating them through appropriate incentives and rewards, and providing the opportunities and resources needed to participate in GHRM practices (Zhao et al., 2021).

### **Green Human Resource Management (GHRM) Against Green OCB.**

Based on data analysis, the study results show that the Green Human Resource Management (GHRM) hypothesis has a significant positive effect on Green OCB. This can be accepted along with a P-value of less than 0.05. These results explain that implementing GHRM at Blue Pearls Trading Pte Ltd can increase the Green OCB of their employees. Employee involvement is the dominant factor influencing this organizational increase in Green OCB. The opinion of Hooi et al., (2022) asserts that GHRM may put in place a system of rewards and recognition that encourages workers to take part in Green OCB. Employees who contribute to environmentally friendly practices might be recognized or given special awards under this scheme (Chen et al., 2023). Such awards and recognition can increase employee motivation and involvement in Green OCB. This research follows research conducted by Liu et al., (2021) which stated that GHRM strongly impacts green OCB.

### **Green Behavior on Employee Performance**

The results of the research data analysis show that the Green Behavior hypothesis has a significant positive effect on employee performance, which can be seen from the P-value of less than 0.05. These results indicate that the Green Behavior of Blue Pearls Trading Pte Ltd employees can improve their performance. The dominant factor in the waste prevention indicator is the main thing that influences employee performance. Indicators of completing tasks with environmentally friendly practices are the dominant factor in improving employee performance. These findings are consistent with the notion that adopting energy-efficient practices can stimulate innovation and creativity in the workplace. Employees will seek new ways to reduce energy consumption or increase efficiency. This could entail creating technological solutions, altering business procedures, or implementing new regulations. Employees actively looking for energy-efficient solutions have a propensity for innovation and can significantly contribute to overall organizational performance. Because it improves the effectiveness and efficiency of staff operations, green behaviour is thought to significantly increase employee performance in the manufacturing sector. The research follows the results of Bohlamann et al. (2016), showing that green Behavior can improve overall organizational performance.

### **Green OCB on Employee Performance**

The research analysis results show that the Green OCB hypothesis significantly affects employee performance, resulting from a P-value of less than 0.05. This indicates that Green OCB in Blue Pearls Trading Pte Ltd employees significantly impacts their performance, following the concept related to employee behaviour within the organization, which aims to support environmental protection and sustainability efforts. Contribution to the environment at work is a significant factor in improving employee performance. According to this study, employees that exhibit Green OCB tend to take measures to improve organizational



environmental management, encourage coworkers to adopt green behaviours, and engage in environmental activities (Chen et al., 2023; Hooi et al., 2022). The Green OCB program recognizes employees who voluntarily go above and beyond their regular duties to lessen adverse environmental effects (Chang et al., 2019). This finding is consistent with previous research highlighting that Green OCB significantly impacts employee performance (X. Liu & Yu, 2023).

### **Green Human Resource Management (GHRM) On Employee Performance Through Green Behavior**

The study's results clarify that green Behavior can partially mediate the relationship between GHRM and employee performance at the Blue Pearls Trading Pte Ltd. This explains that GHRM has a positive impact on improving green employee behaviour, with this increase indirectly impacting employee performance. This can be explained by the fact that employee involvement in environmentally friendly practices will result in employee behaviour in completing tasks in an environmentally friendly manner. This will also impact the quality of work produced by employees. This follows the opinion of Zhang et al., (2019), who claimed that GHRM and employee performance are mediated by green behaviour. Employee actions and behaviour promoting environmentally friendly workplace practices are called "green behaviour." Employee performance may be positively impacted when employees engage in green behaviour, such as attending environmental training, taking part in energy-saving initiatives, or developing creative solutions to improve sustainability.

### **Green Human resource management (GHRM) on employee performance through Green OCB**

The results of this study confirm that Green OCB can positively mediate the relationship between GHRM and employee performance at Blue Pearls Trading Pte Ltd. This can be explained by the fact that GHRM can increase Green OCB, and by increasing Green OCB, it will indirectly impact employee performance. An approach to employee involvement in environmentally friendly organizational practices will make employees complete work in an environmentally friendly manner, for example, by using energy. By saving energy, employee productivity at work is increasing. Green Behavior also lets employees feel involved in the organization's larger goals (Davis et al., 2020). This can increase job satisfaction and employee engagement. Employees who feel they have a meaningful contribution to environmental and sustainability issues are more satisfied with their jobs and are committed to achieving good results (Wongleedee, 2020).

### **CONCLUSION**

The results showed that all hypotheses proposed were accepted, 1) GHRM had a significant positive effect on green Behavior, 2) GHRM had a significant effect on green OCB, 3) Green Behavior had a significant positive effect on employee performance, 4) Green OCB had a significant positive effect on employee performance, 5 ) GHRM has a significant effect on employee performance through green Behavior as mediation, 6) GHRM has a significant effect on employee performance through green OCB as mediation. We find the impact of GHRM on Blue Pearls Trading Pte Ltd very interesting as their employees tend to be highly engaged in environmentally friendly practices. Based on the results of data analysis, employees tend to have high performance because there is a concern for environmental aspects while working.

## LIMITATIONS AND RECOMMENDATION

We can see that the Blue Pearls Trading Pte Ltd needs to understand that its long-term survival depends on maintaining a healthy and sustainable environment. Without environmental protection measures, businesses may experience significant problems with the availability of resources, their brand's reputation, and the ecosystems' ability to maintain the balance necessary for their operations. Manufacturing businesses concerned about the environment can include sustainable practices in their company plan, guarantee better business continuity, and make a difference in the environment and society. A limitation of this research is that the review on the value of sustainability in the future needs to be reviewed, as we believe that it will significantly impact employee performance and overall organizational performance.

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