

KEY DETERMINANTS OF GREEN PERFORMANCE MANAGEMENT PRACTICES IN MULTINATIONAL COMPANY IN INDONESIA

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Abstract

This study analyzes the interconnections between essential elements of Green Human Resource Management (GHRM), including Green Employee Separation (GES), Green Performance Management (GPM), Green Employee Engagement (GEE), and Green Training and Development (GTD), in multinational corporations in Indonesia. Data were gathered from 81 employees using a Likert-scale questionnaire and processed by Structural Equation Modeling–Partial Least Squares (SEM-PLS) for hypothesis testing, moderation analysis, and variance explanation. The results demonstrate that GEE and GTD have substantial beneficial impacts on GPM, however GES does not show a moderating effect. GPM is recognized as the primary factor influencing organizational green performance, with GEE, GTD, and GES together representing 69.3% of its variance. This research introduces an integrated paradigm that identifies employee engagement, training and development, and retention as essential drivers for enhancing organizational success in green performance management.

Keywords: *Green Employee Engagement; Green Training and Development; Green Employee Separation; Green Performance Management*

Abstrak

Studi ini menganalisis interkoneksi antara elemen-elemen penting dari *Green Human Resource Management (GHRM)*, termasuk *Green Employee Separation (GES)*, *Green Performance Management (GPM)*, *Green Employee Engagement (GEE)*, dan *Green Training and Development (GTD)*, di perusahaan multinasional di Indonesia. Data dikumpulkan dari 81 karyawan menggunakan kuesioner skala Likert dan diproses oleh *Structural Equation Modeling–Partial Least Squares (SEM-PLS)* untuk pengujian hipotesis, analisis moderasi, dan penjelasan varians. Hasilnya menunjukkan bahwa GEE dan GTD memiliki dampak menguntungkan yang substansial pada GPM, namun GES tidak menunjukkan efek moderasi. GPM diakui sebagai faktor utama yang memengaruhi kinerja hijau organisasi, dengan GEE, GTD, dan GES bersama-sama mewakili 69,3% dari variansnya. Penelitian ini memperkenalkan paradigma terintegrasi yang mengidentifikasi keterlibatan karyawan, pelatihan dan pengembangan, dan retensi sebagai pendorong penting untuk meningkatkan keberhasilan organisasi dalam manajemen kinerja hijau.

Kata Kunci: *Keterlibatan Karyawan Hijau; Pelatihan dan Pengembangan Hijau; Pemisahan Karyawan Hijau; Manajemen Kinerja Hijau*

INTRODUCTION

The increased environmental degradation in recent years has underscored the importance of green performance management (GPM), which focuses on a more focused approach. By adopting GPM, the business ensures that its activities are carried out in an environmentally sustainable manner and emphasize the well-being of the ecosystem. Performance management itself is an essential element in the maintenance and enhancement of company performance.

In light of the current adverse environmental conditions, efficient and effective GPM is crucial for improving environmental performance. Organizations can diminish their carbon emissions, enhance waste management strategies, and guarantee sustainable resource use without adversely affecting the environment (Perkumiené et al., 2023). This aligns profitability with ecological preservation, making GPM a top concern in addressing the global environmental crisis (Aniqoh et al., 2022).

The insufficient execution of GPM in Indonesia has exacerbated significant environmental challenges, especially within the industrial sector. Prayuda & Sembiring's (2023) study underscores the significant trash accumulation generated by textile businesses in Bandung, endangering both the ecosystem and public health. Notwithstanding suggestions for waste minimization and resource optimization, deficiencies persist in the use of green human resource management (GHRM) techniques within performance management systems to attain sustainability.

Consequently, enterprises must emphasize three components of Green Human Resource Management—Green Employee Engagement (GEE), Green Training and Development (GTD), and Green Employee Separation (GES)—to implement a holistic environmentally sustainable performance management system. Implementing GEE promotes employee engagement in environmentally sustainable activities (Welmilla & Ranasinghe, 2020). GTD enhances environmental awareness and sustainable competencies ((Moradeke et al., 2021), while GES reveals how environmental concerns influence retention and provides insights through exit interviews (Chan et al., 2017).

The prior explanation highlights the importance of optimizing and implementing GPM using several variables, specifically GEE, GTD, and GES. The study problem might be: 1). What is the correlation between Green Employee Engagement and Green

Performance Management? 2). How does green training and development influence green performance management? 3). Does the moderating effect of green employee separation impact negatively the relationship between green employee engagement and green training and development on green performance management?

Green Performance Management

GPM involves performing organizational and operational activities to benefit the environment, reduce pollution, and improve the work environment to meet standards ((Hadjri et al., 2019). Five measuring instruments are employed to assess the effectiveness of GPM in a company. These tools include incorporating environmental performance indicators into the performance management system, engaging in dialogue regarding environmental concerns, integrating environmental targets and responsibilities into performance management, and evaluating environmental initiatives during assessments and transparent information regarding environmental policies (Asian Institute of Finance, 2017).

Green Employee Engagement

Schaufeli, (2013) defines employee involvement or attachment to their work as a positive and pleasurable mental state characterized by passion, dedication, and practical task-oriented conduct. Rich provides a comprehensive description of the concept of Engagement. Engagement measures how employees are mentally, emotionally, and physically connected to work. Individuals actively engaged in their jobs will exert maximum effort to enhance their performance, experience a sense of pride in their work, and demonstrate a high level of attentiveness to their tasks (Rich et al., 2010). The term "going green" refers to increasing one's environmental consciousness and modifying one's behavior and way of life to minimize the production of pollution and waste (College of the Canyon, 2024). GWE Green employee engagement is a state of mind encompassing enthusiasm, commitment, and action-oriented behavior, primarily directed toward environmental efforts in the workplace. Employee engagement quantifies the degree to which employees are psychologically, emotionally, and physically involved in sustainability initiatives within their work setting. Engaged

personnel proactively engage in efforts to increase their environmental awareness and adjust their actions to reduce pollution and waste generation. They demonstrate high dedication, take pleasure in their eco-friendly work, and are sensitive to duties that improve environmental performance (Welmilla & Ranasinghe, 2020)

The utilization of eight indicators assesses green Employee Engagement. They engage staff in implementing environmental management practices and enhance management assistance and supervision. 3. Foster the generation of recommendations and promote environmental improvements; promote Engagement and active participation in environmental sustainability and corporate social responsibility initiatives; promote sustainable modes of transportation; establish a local hotline for neighborhood assistance; promote the reporting of environmentally unfriendly practices; and promote the practice of car sharing and pooling (Asian Institute of Finance, 2017).

Green Training and Development

GTD is essential to GHRM, which promotes environmental conservation in an enterprise. GTD gives employees the information, skills, and understanding to use environmentally friendly methods daily. Green training boosts efficiency, resource utilization, and sustainability. Training on green supply chain practices can last. This study examines how green training, recruitment, sustainable business advantages, and supply chain strategies promote sustainability management. These insights can help companies incorporate environmental sustainability into their strategy, providing them with a 21st-century edge (Barakat et al., 2023). Green Training Development encompasses the following components: Integration of environmental training, incorporation of training needs analysis (TNA) about environmental management matters, cultivating proficiency in environmental matters, fostering an ecologically conscious culture through comprehensive training, establishing a strong emotional connection between personnel and sustainable activities, create a departmental environmental team, provide training on conducting workstation environmental assessments, implementing job rotation to cultivate environmentally conscious principles, environmental management training, cultivate eco-conscious personal

abilities, and establish a clear definition for senior leaders who will champion and advance green projects (Asian Institute of Finance, 2017).

Green Employee Separation

The performance and stability of an organization rely on effective employee separation management (Njagi & Munyiri, 2014). Employee separation is the formal process of leaving an organization. This can happen by resignation, dismissal, retirement, or redundancy. Employees might be fired for performance issues or workforce restructuring, or they can resign to pursue other possibilities (Keller, 2014). Green Employee Separation can be assessed through two key indicators: firstly, employees' resignation due to environmental issues, and secondly, the utilization of exit interviews to evaluate the company's implementation of ecologically sustainable policies (Asian Institute of Finance, 2017).

Relationship between Variables

Green Employee Engagement toward Green Performance Management

The relationship between employee engagement and performance management is reciprocal. Previous studies have used a methodology that relies on a review of existing literature to demonstrate the impact of three performance management processes; performance agreement, ongoing feedback, and performance evaluation on enhancing employee engagement. These processes prioritize the facilitation of employee development, involvement, trust, and fairness and the necessity of adapting the organizational context and culture to align with sustainability orientation (Saratun, 2016).

Furthermore, (Sendawula et al., 2018) conducted more studies on employee engagement and performance management. The study utilizes a cross-sectional design to investigate relationships among variables. Usable questionnaires were submitted by a total of 150 respondents from four Catholic-founded hospitals: Kamuli Mission Hospital, Buluba Mission Hospital, St. Benedict Mission Hospital, and Budini Mission Hospital. The data were analyzed utilizing the SPSS program. The regression study indicates a 44.7% surge in employee involvement regarding performance management.

In another literature review of Bale and Pullay's studies, employee engagement is crucial when keeping employees motivated, enthusiastic, and fully immersed in their work. Employee engagement increases employee satisfaction and motivation and improves productivity, profitability, customer satisfaction, customer loyalty, staff turnover, and absenteeism (Bale & Pillay, 2021).

The newest research was conducted by Al-Alawi & AlBinAli, (2024). The result showed that performance analytics models for engagement and retention are examined in this systematic literature review. Twenty-four valuable papers were chosen from forty. HR topics include bias, text analysis of reviews, personalized HR management, talent appraisals, AI in HR operations, and integration problems. The findings emphasize blending human and machine views. Analytics and computers provide valuable insights, but contextualization requires human judgment. Data-driven solutions may underestimate complicated personal elements affecting employee experience. This promotes human-machine cooperation. Strategic goals and culture preparation determine integration success. Research gaps can be filled using longitudinal evaluations and real-world case studies. Analytics can boost engagement and performance management in human-centered frameworks.

All four research studies validate the significant association between employee engagement and performance management techniques. They highlight the significance of implementing performance agreements, continuous feedback, and performance evaluations to promote employee development, involvement, confidence, and fairness. Furthermore, this study highlights the significance of incorporating organizational contexts and culture, specifically on sustainability, to enhance engagement. In addition, they acknowledge the significance of employee engagement as a crucial factor in enhancing several organizational outcomes, including productivity, profitability, customer satisfaction, loyalty, and decreased turnover and absenteeism. Furthermore, this study emphasizes the significance of implementing a human-centered approach when incorporating performance analysis methods. This entails utilizing knowledge gained from human evaluation and machine analysis to enhance involvement and maximize the efficiency of performance management.

While prior studies have established an apparent connection between employee engagement and Performance Management methods, there has yet to be a specific investigation into how employee engagement impacts green performance within the sustainability framework. It is imperative to ascertain whether the variables that promote employee engagement in Performance Management practices also extend to green Performance Management practices. The significance of this research lies in the limited understanding of the direct correlation between green employee engagement and green performance management. The hypothesis of this research is based on the premise that there is a gap that has to be addressed:

H₁: There is a significant and positive influence between green employee engagement toward green performance management.

Green Training and Development toward Green Performance Management

Employee training and development are directly tied to performance management. Training and development for performance management include providing employees opportunities to learn new skills, information, and competencies relevant to the organization's goals and objectives. The research results below explain this.

Based on Arulsamy's literature analysis, training, and development are crucial methods used to improve employee performance and promote their growth in terms of efficiency, productivity, job satisfaction, motivation, and innovation within a business ((Arulsamy et al., 2023). Barnow & Smith, (2004) agreed with Arulsamy. They explained that making job and training programs more effective worldwide requires making performance management tools that give timely feedback. This is why performance management training and growth go hand in hand. The U.S. Job Training Partnership Act (JTPA) program was the primary focus of research that backs this up. The research stresses the importance of time training and development activities with performance management measures to get the best results.

The commonality between these two studies is their focus on the interconnectedness of training and development, performance management, and employee performance improvement. These studies highlight the importance of these

factors in obtaining optimal outcomes in terms of efficiency, productivity, job satisfaction, motivation, and innovation. Both emphasize the significance of synchronizing training and development initiatives with performance monitoring solutions that offer prompt feedback to attain optimal outcomes inside the firm. However, the study needs to be on the relationship between green training and development and green performance management. Hence, this study will specifically focus on the integration of these two factors, guided by the following hypothesis:

H₂: There is a significant and positive influence between green training and development toward green performance management.

Moderating Effect of Green Employee Separation Impact the Relationship between Green Employee Engagement and Green Training and Development toward Green Performance Management

No research has investigated the inclusion of employee separation as a moderating variable in many studies. However, various studies have shown a connection between employee separation and performance management. An enduring investigation validates the existence of a correlation between employee turnover and performance management. Chidi & Christopher, (2013) examined 420 persons from 14 respondent companies. The study garnered a 68% response. The study instrument's validity estimate is 0.88, and its reliability value is 0.77. Hypothesis testing using Pearson Product Moment Correlation, Regression Model, and Chi-square test revealed that employee separation impacted the performance of unionized enterprises. The finding contradicts the first notion.

Another study was conducted in 2014. A study by Nura identifies e-HRM as a mitigating component in the relationship between employee separation and performance management. A research investigation was conducted at Ahmadu Bello University Zaria, Bayero University Kano, and Usmanu Danfodiyo University Sokoto, spanning from January to July 2013. The investigation employed a quantitative approach and utilized systematic sampling. The data was examined using the statistical software SPSS 19 and the structural equation modeling software Smart PLS. The study found that E-HRM facilitated the relationship between employee separation as a mediating variable

and performance management. The finding was corroborated by a statistically significant t-value of 2.4540088 at a significance level of 0.05 (Nura, 2014). More contemporary studies are needed regarding these two variables. Hence, the forthcoming research will emphasize the correlation between these two factors, specifically from an environmentally sustainable standpoint. The hypothesis is as follows:

H₃: There is a significant and negative Moderating Effect of Green Employee Separation Impact the Relationship between Green Employee Engagement and Green Training and Development toward Green Performance Management.

The research framework for the study is shown in Figure 1, based on the explanation of the link between variables and the identified gaps.

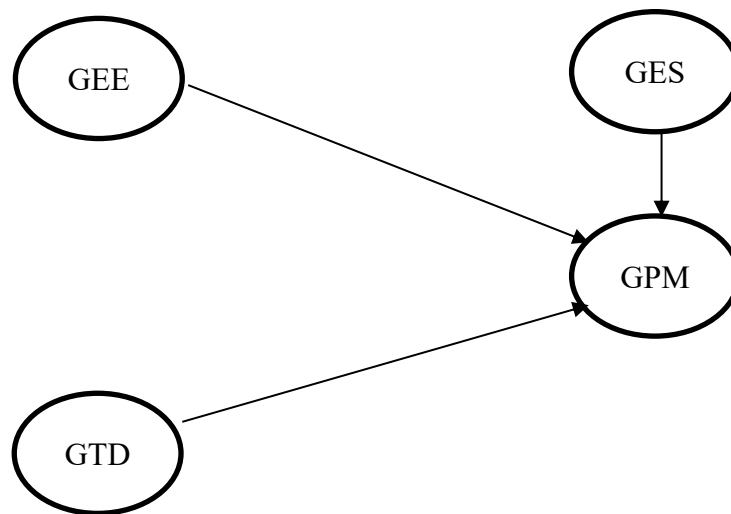


Figure 1: Research Framework

RESEARCH METHOD

This research methodology employs a quantitative technique to gather and analyze the necessary data for addressing research inquiries (Ferinia, 2023). The research design entails an explanatory study that involves gathering data from employees working in multinational corporations in Indonesia. The employed sampling technique was purposive sampling, with inclusion criteria including affiliation with a

multinational firm in Indonesia and active participation in "green" initiatives. Although purposive sampling facilitates targeted data gathering, it may also introduce selection bias and restrict representativeness (Martínez-Mesa et al., 2016). The research sample comprised 81 respondents, which, while sufficient for first SEM-PLS analysis, may limit the generalizability of the results, if the model is sufficiently simple and the indicators exhibit strong loading (Wolf et al., 2013). A larger sample size in future investigations might enhance statistical power and robustness.

Data collecting approaches utilize structured questionnaires and surveys specifically crafted to assess the levels of Green Employee Engagement, Green Training and Development, Green Employee Separation, and Green Performance Management. The survey was disseminated to participants by email or an online survey platform, providing a clear explanation of the research's objective and preserving data confidentiality. The variables are assessed utilizing a Likert scale to gauge employee impressions of the examined aspects. The questionnaire had variable indicators that were adapted and adjusted from previously validated studies. Before hypothesis testing, the instrument underwent validity and reliability assessments, encompassing convergent validity (factor loadings and AVE) and internal consistency reliability (Cronbach's Alpha and Composite Reliability), however the procedures were only succinctly detailed in this work. Subsequent study ought to furnish more comprehensive elucidations of these stages to enhance methodological transparency.

This study evaluated the association between variables and the reduction of Green Employee Separation. This was accomplished by Structural Equation Modeling (SEM) employing the Partial Least Squares (PLS) methodology for data processing. SEM-PLS was selected due to its appropriateness for exploratory research, capability to manage small-to-moderate sample sizes, and resilience against breaches of multivariate normality. This methodological justification enhances the suitability of SEM-PLS for the present study. The SEM PLS framework was employed to do hypothesis testing and moderation analysis. This study seeks to enhance the comprehension of sustainable business strategies in multinational corporations operating in Indonesia.

RESULTS AND DISCUSSIONS

Assessment of Measurement Models

In order to evaluate the measurement model, this study will utilize Cronbach's alpha, rho-A, composite reliability, and Average Variance Extracted (AVE) to measure validity and reliability, factor loadings to assess convergent validity, and examine whether the latent constructs are distinct from one another by determining if the indicators are more strongly associated with their respective construct compared to other constructs, thus evaluating discriminant validity. The four variables in this study were deemed valid and reliable since they exceeded the preset criteria of 0.7, as stated in Table 1 (Garson, 2016).

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Green Employee Engagement	0.935	0.937	0.946	0.687
Green Employee Seperation	0.852	0.866	0.909	0.770
Green Performance Management	0.897	0.899	0.936	0.829
Green Training And Deelopment	0.906	0.908	0.941	0.842

Sources: SEM-PLS Result

The convergent validity of this research is strong, with all variables demonstrating significance, as shown by values above 0.7 (table 2). Significant outside loadings imply that indicators accurately measure the intended construct.

Table 2 Loading Factor

	Green Employee Engagement	Green Employee Seperation	Green Performance Management	Green Training And Deelopment
GE1	0.782			
GE2	0.825			
GE3	0.909			

GE4	0.857		
GE5	0.814		
GE6	0.831		
GE7	0.820		
GE8	0.786		
GES1		0.862	
GES2		0.888	
GES3		0.883	
GPM1			0.903
GPM2			0.925
GPM3			0.904
GTD1			0.921
GTD2			0.938
GTD3			0.894

Sources: SEM-PLS Result

The indicators of each variable in this research exhibit a stronger correlation with the same construct than with other constructs.

Table 3 Fornell-Larcker Criterion

	GREEN EMPLOYEE ENGAGEMENT	GREEN EMPLOYEE SEPERATION	GREEN PERFORMANCE MANAGEMENT	GREEN TRAINING AND DEELOPMENT
GREEN EMPLOYEE ENGAGEMENT	0.829			
GREEN EMPLOYEE SEPERATION	0.573	0.878		
GREEN PERFORMANCE MANAGEMENT	0.728	0.520	0.910	
GREEN TRAINING AND DEELOPMENT	0.735	0.597	0.809	0.918

Sources: SEM-PLS Result

Structural Results Interpretation

Path Coefficients

The Correlation of Green Employee Engagement Toward Green Performance Management

The results of this study regarding the correlation between green employee engagement and green performance management are insightful. The statistical analysis uncovers a significant and positive correlation, as evidenced by a correlation coefficient 0.290 (table 3). The degree of employee engagement in environmentally sustainable initiatives and activities correlates significantly with the organization's environmental performance management. This analysis confirms the initial hypothesis that there is a significant relationship between employee engagement in green practices and the effectiveness of green performance management. Furthermore, in line with these results, employee engagement in environmental initiatives accounts for more than 29% of the volatility in the green performance of businesses. A straightforward correlation exists between employee involvement in environmental sustainability initiatives and the probability that the organization will attain exceptional environmental performance.

Table 4. Path Coefficients

	GREEN EMPLOYEE ENGAGEMENT	GREEN EMPLOYEE SEPERATION	GREEN PERFORMANCE MANAGEMENT	GREEN TRAINING AND DEELOPMENT
GREEN EMPLOYEE ENGAGEMENT			0.290	
GREEN EMPLOYEE SEPERATION			-0.002	
GREEN PERFORMANCE MANAGEMENT				
GREEN TRAINING AND DEELOPMENT			0.597	

Sources: SEM-PLS Result

The Correlation of Green Training and Development Toward Green Performance Management

This study presents interesting findings about the correlation between Green Training Development and Green Performance Management. The statistical study finds a strong and statistically significant positive connection, as evidenced by a correlation coefficient 0.597 (table 4). This analysis confirms the initial hypothesis that there is a

significant association between the extent of green training programs and the organization's environmental performance.

When converting to percentages, the analysis shows that around 59.7% of the variation in green firm performance may be attributed to the extent of green training development. Companies are more likely to achieve better green performance when they have a higher level of green training development.

The Moderating Effect of Green Employee Separation Impact the Relationship between Green Employee Engagement and Green Training and Development on Green Performance Management

The research findings suggest that the path coefficient between GES between GEE and GTD toward GPF is close to zero -0.002 (table 4), indicating a lack of substantial association between the two variables. Regarding percentages, this implies that categorizing personnel in a green setting merely adds 0.2% to the company's overall green performance, suggesting that its impact is minimal and lacks statistical significance. This shows that the moderating effect of GES has little effect on GEE, GTD, and GPM.

The research results are interesting because there is no significant and negative moderating effect of green employee separation on the relationship between green employee engagement and green training and development toward green performance management. Several significant repercussions result from the solid and negative moderating influence between Green Employee Separation and Green Employee Engagement, Training and Development, and Performance Management.

Coefficient Significance

The t-statistic quantifies the significance level of the association between GEE and GPM in the regression model. A t-statistic score 2.791 (table 5) suggests a statistically significant association between the two variables. A higher T-statistic value indicates a stronger association and greater significance. Furthermore, the low p-value (0.005) suggests that the likelihood of this link happening randomly is exceedingly low. Therefore, these findings offer compelling proof that GEE substantially impacts GPM.

The extremely low t-statistic 0.024 (table 5) suggests no statistically meaningful correlation between GES and GPM in the regression model. Furthermore, the elevated p-value of 0.981 (table 5) suggests that the likelihood of this outcome being due to random chance is exceedingly high. Within this particular scenario, the GES variable does not substantially impact GPM.

The t-statistic of 4.925 (table 5) indicates a highly significant correlation between GTD and GPM in the regression model. A higher t-statistic value indicates a more robust association. Furthermore, a significantly low p-value of 0.000 (table 3) suggests that this link is unlikely to happen randomly. Therefore, these findings offer compelling proof that GTD substantially impacts GPM.

Table 5. Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
GREEN EMPLOYEE ENGAGEMENT -> GREEN PERFORMANCE MANAGEMENT	0.290	0.298	0.104	2.791	0.005
GREEN EMPLOYEE SEPERATION -> GREEN PERFORMANCE MANAGEMENT	-0.002	0.008	0.094	0.024	0.981
GREEN TRAINING AND DEELOPMENT -> GREEN PERFORMANCE MANAGEMENT	0.597	0.585	0.121	4.925	0.000

Sources: SEM-PLS Result

R-Squared (R²)

The R-squared value of 0.693 (figure 1) suggests that about 69.3% of the variation in green performance management can be accounted for by the combined influence of the exogenous factors, namely green employee separation, green training and development, and green employee engagement. Organizational decision-making needs to recognize a substantial amount of variation in green performance management (Bhattarai et al., 2023). It may be accounted for by characteristics such as green employee turnover, green training and development, and green employee involvement (Cahya, 2021). This statement outlines the specific areas or variables managers should prioritize to enhance or sustain high levels of green performance management inside the organization.

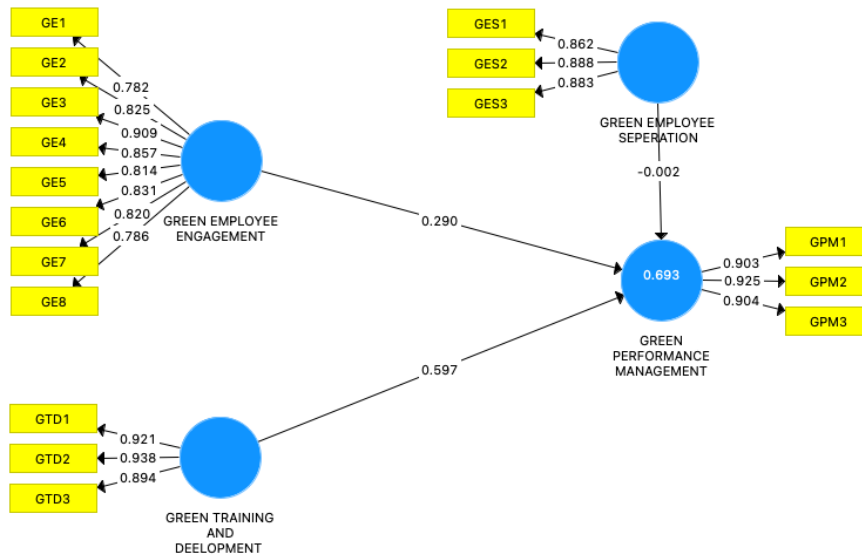


Figure 1 SEM-PLS Result

Sources: SEM-PLS Result

The work contributes to the green HRM literature by examining gaps in GEE towards GPM. We examine a research model from a sustainability perspective. This study makes several distinctive improvements to the existing literature. This paper presents a framework that examines the impact of Green Employee Engagement (GEE) on Green Management Practices (GMP) from a sustainability perspective. The framework suggests that organizations adopt a comprehensive strategy incorporating GRHM practices, employee engagement, and environmental innovation to achieve sustainable and environmentally friendly performance management. Employee engagement and GHRM variables improve sustainable performance management. This includes increasing productivity, employee loyalty, company reputation, and human elements like job satisfaction and well-being (Dira et al., 2024). Work engagement links green HRM to environmental performance. The results also suggest that active involvement in environmentally friendly work and promoting innovation mediate the relationship between environmentally friendly human resource management and environmental outcomes (Jnaneswar, 2024).

Another study result presents actual evidence to illustrate the impact of the green perspective on the effectiveness of GTD in creating a green development strategy to enhance GPM by investment in environmental training programs that promote eco-friendly employee behavior, supporting Environmental Impact and Green Practices (EIGP) and the company's sustainability goals. By enhancing investment in environmentally conscious training, firms can better equip employees to embrace eco-friendly activities that contribute to attaining the company's sustainability objectives through people, planet, and profit (Martínez-Peláez et al., 2023). Implementing training programs as a means to enhance the environmental performance of employees. An environmental training program is crucial for directly promoting Environmental Impact and Green Practices (Pham et al., 2020).

The mediating result shows that green performance management depends on various factors. It stresses the need for organizations to take a holistic approach to staff engagement, training, development, and retention in the context of environmental sustainability goals. Discoveries an all-encompassing performance management framework is described, which includes several aspects that must work together and strengthen each other to achieve maximum impact for a business (Andersen et al., 2006). Today, green HRM is in the process of development. It is a multifaceted approach that includes green training as a crucial component, along with teamwork, management support, and a green organizational culture. These characteristics pioneer promoting sustainable growth at both the business and personal levels.

CONCLUSIONS

Engaging employees in environmental initiatives can also improve the overall performance of a company's environmental management. In laymens terms, the more people in locations like workplaces who 'own the sustainability piece', ie. take shared ownership or responsibility for it and its success -the greater is likely to be the success at achieving sustainable outcomes.

A strong green training and development programme should be used by any organisation looking to improve its environmental performance. According to a new study of green manufacturing, firms that receive more in-depth environmental training

perform better. This is what illustrates the value of learning continuously in the sustainability strategies.

There is also little to no net benefit in terms of both employee engagement and training environment yield for Green Employee Separation. Get out of the mess— Don't worry about losing employees as it can have a negative environmental change — Stick to what businesses and corporate volunteering initiatives aim at- raising levels of participant engagement. This level of respect merits attention from corporations who typically expend much more energy on remediating the costs associate with high levels and turnover.

IMPLICATIONS

This study fills information gaps on the relationship between Green Employee Engagement (GEE) and Green Management Practices (GMP) in green HRM. We emphasize a holistic approach to sustainable and eco-friendly performance management. This requires integrating GHRM, employee involvement, and environmental innovation into a framework. Environmental training programs are valuable in improving employee environmental performance. These efforts promote eco-friendly behavior and lessen the company's environmental impact. They are vital to achieving the company's sustainability goals and promoting sustainability throughout the organization. This highlights the need for firms to take a holistic approach to environmental sustainability goals, including several components to maximize impact for corporate success and personal growth.

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