Study of Impact of Green HRM Practices and Employee Performance in Hospitality Sector

Afroze Nazneen[1], Sayeeduzzafar Qazi[2], Mohd Shamim[3]

Abstract

The purpose of this study was to examine the impact of Green HRM practices and employee performance in the hospitality industry and offer sector-specific insights for fostering environmentally conscious practices while enhancing overall employee performance. The data were collected using purposive random sampling techniques and 248 respondent were finally included in this study. The obtained data were analysed using appropriate statistical tools like by employing structural equation modelling (SEM) etc.. The study fonds positive and significant effects of green training and development (GTD),green compensation and reward (GCR), and green performance appraisal (GPM)on employee performance. Training (GTD) enhances skills, Green Compensation (GCR) boosts eco-motivation, and Green Performance Appraisal refine eco-performance evaluation. Combined, these drive employee excellence by aligning skills, values, and recognition with sustainability, fostering a holistic approach towards improved performance. The study's results, with an emphasis on the context of developing countries, deepen our understanding of green human resource management (HRM) methods. To influence and execute task-related green management practices, the suggested framework would provide guidance and suggestions to policymakers. The conclusions of this study offer empirical confirmation of green HRM practices, and high employee performance in hospitality sector.

Keywords: *Green training and development, Green Compensation and reward, Green Performance Appraisal, Employee Performance and Organisational development.*

1. Introduction

The hotel sector has difficulties and possibilities at a time marked by rising environmental consciousness and a concern for sustainability. Hotels, which make up a significant portion of this business, are progressively implementing eco-friendly methods to lessen their environmental impact and promote a better future. Green Performance Management, Green Compensation Management, and Green Training and Development stand out as crucial techniques that not only support company sustainability objectives but also have a big influence on employee performance.

Programs for green training and development have become standard in hotels all around the globe. These initiatives concentrate on training staff members about environmentally friendly service delivery, waste reduction, and sustainable practices. Employees who get this kind of training are better prepared to support and execute green initiatives at work.

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[1] Department of Business Administration, College of Business, University of Jeddah, Jeddah, Saudi Arabia

[2] Professor and Chairman, College of Business, Administration, University of Business and Technology, Jeddah, Saudi Arabia

[3] Professor, Faculty of Commerce, Aligarh Muslim University, Aligarh, India

Therefore, they do better when it comes to managing trash, conserving resources, and offering environmentally friendly experiences to visitors. The beneficial effects on employee performance because of hotels throughout the world incorporating green training and development into their employee development programs are examined in this research.

Globally, hotels now all have green training and development programs. These initiatives concentrate on training personnel about eco-friendly service delivery, waste reduction, energy conservation, and sustainable practices. Employees that participate in such training are more prepared to adopt and carry out green initiatives at work. Consequently, they perform better in tasks including resource preservation, garbage disposal, and offering environmentally friendly visitor experiences. This paper will examine how hotels all around the world have included green training and development into their employee development plans and the good effects they have had on staff productivity.

On the other side, green performance management entails establishing precise performance measures associated with sustainability and routinely assessing employee performance in these areas. Employees may use it as a framework to comprehend their responsibilities in accomplishing sustainability goals. Employees in hotels are held more responsible for their contributions to environmental objectives when green performance management is included into the organizational structure.

The hospitality sector is essential in reducing its environmental effect as the globe handles climate change and environmental issues. Hotels throughout the globe are demonstrating their environmental responsibility and dedication to enhancing customer happiness and staff performance by using green practices in training and development, remuneration, and performance management.. This study intends to shed light on the effects of these practices on a worldwide scale by revealing how well they affect the hotel industry's sustainability and worker productivity.

Nearly all companies want to increase their value and profitability while also improving the health of their owners and employees. Workers the most crucial factor in determining advancement of a business.

Green Training and Development :

If the company successfully educates is employees, the acquisition of green personnel becomes significant (Gradas 2019). Thus, prior to providing training, an examination of training requirements is necessary (Anthony 1993). Enhancing staff knowledge and skills for the effective implementation of environmental management practices in the workplace is the goal of green training (Jabbor 2015 and Islam et al 2019). Therefore, regardless of whether an employee's work directly affects the environment or not, the company should provide green training to all of them. Renwick (2013) and Jackson [2017] assert that the company must provide clear instruction on waste management, green skill development, and efficient energy use. In addition, the implementation of a work rotation system by the organization would enhance employee performance. Three elements of green training have been proposed by Tang et al. (2017) and Renwick (2008): environmental awareness, knowledge management, and environmental preservation activities.

Green Performance Appraisal

Green performance appraisals measure an employee's performance and their progress toward a greener workplace. According to Ahmand in Tang et al. (2017), the Green Performance Appraisal is the most significant component of Green Performance Management to managers and staff since it will influence the method and efficiency of the gift and subsequent pay. The green performance assessment may be described as the extent to which a particular employee engages in behavior (actions and activities) and produces results related to becoming green within a certain time frame (Anton, 2016).

The Green Performance Appraisal is a tool used to grade workers' performance according to how well they are doing in creating a sustainable environment. It is composed of three components: Strategic Focus, Measurability, and Completeness. (Pavitra, 2017).

Employees become more aware of the need to improve an organization's green performance thanks to green performance management and assessment systems.

According to Charbel José Chiappetta Jabbour and de Sousa Jabbour (2016), companies should compensate workers based on the environmental contributions they make. This would increase their motivation to adopt green practices. According to Sharma and Gupta (2015), assessments of green performance often gauge performance in terms of the level of green production.

Green performance management guarantees that workers' various actions and results align with the organization's set green objectives. Measuring long-term performance is difficult without it (Optha, 2014). Environmentally linked factors, such as environmental obligations and policies, should be included in the firm performance assessment to evaluate the performance of the employee (Renwick, 2013). These actions increase the likelihood that workers will address environmental problems and enhance their environmental performance (Siyambalapitiya, 2018). The managers of each division or department should convey their policies and responsibility and establish clear, attainable green objectives. Any departure from the objectives connected to environment management should be attributed to the manager.

➢ Green Compensation and Rewards

By providing green rewards and incentives, the business may support environmental projects in one way or another. According to a strategic approach to incentives and management, modern businesses develop incentive programs to boost employee-initiated environmental initiatives (Lenny & Ahmad: 2019). According to Mandago (2018), Green Compensation and Rewards refer to a set of monetary and non-monetary incentives that are intended to draw in, hold on to, and inspire people to support environmental objectives. Offering incentives to workers raises a company's performance level overall (Jabbour and Kantarjian, 2016).

Employee behavior modification via rewards might lead to the completion of sustainable projects being included into the pay scale. By doing this, the personnel might be motivated to act in an environmentally responsible manner rather of being taught inappropriate behavior (Zoogah, 2011). One method to recognize employees who have enhanced the workplace is via awards. For example, 3M provides incentives for recommendations made by certain groups of employees that would improve the environment and increase company profitability (Masri & Jaaron, 2017). Additionally, the business experiences amazing levels of satisfaction because of the popularity of awards (Arulrajah et al., 2015). Due to this, it is evident that only a small number of businesses have implemented compensation systems to encourage desirable employee behavior. According to Renwick et al. (2013), the incentives are largely divided between monetary benefits (such as bonuses, cash, and rates) and non-monetary rewards, which include offering workers vacation time, paid time off, gifts, and credit scores. All rewards have a major influence on the performance of workers who contribute to greater environmental sustainability (Renwick et al., 2013). Companies should utilize all available resources and effort, according to Jabbar and Abid (2014), to implement green approaches that will result in development or vocation profits or to support eco-friendly activities like waste reduction and reuse. Furthermore, it often invites employees to provide original green ideas pertaining to their line of work, encouraging some green innovation and development (Ahmad & Allen, 2015).

Green Behavior is influenced by Green Compensation. A few businesses have started offering recognition-based rewards as one of the ways to promote employee involvement

in environmental management via the Green Competition. The findings of this study are corroborated by earlier research by Zhang (2019) and Aboramadan (2020), which found a relationship between GHRM and green behavior. Employee performance that is sustainable is impacted by green recruitment. A well-executed Green Recruitment strategy will boost Sustainable Employee Performance. As it was put into practice, employers started to favor hiring workers who were conscious of the environment. The study's findings corroborate those of Deepak (2015) and Marco et al. (2015), who performed research demonstrating that the use of green human resources management has effectively achieved beneficial impacts on green Performance.

Renwick et al. (2013) state that the organization's environmental goals should be in line with the green incentive system. According to Amrutha and Geetha (2020), green awards are only applicable to enhancing everyday employee behavior, developing green personnel, and enhancing environmental performance. According to Yusliza et al. (2019), the social exchange theory states that adequate incentives and recognition from management consistently encourage workers to behave in an environmentally sustainable manner. The financial and non-financial incentives provided to staff members to keep them engaged in the company's efforts to achieve environmental objectives are the subject of the green reward system [Jabbor, 2008 and Ahmad, 2015]

Employee participation in green initiatives and productive work output are correlated with the organization's adoption of an adequate green incentive system (Ramus and Steger, 2020 & Wagner 2013). To push workers toward the organization's green aims, several organizations include environmental evaluations into their remuneration appraisals (Jackson et al 2011). Yusliza (2019) asserts that green incentives may have a monetary value or not. Numerous companies provide financial incentives, bonuses, and cash awards. Non-monetary benefits, on the other hand, include various honors or particular recognition.

➢ Employee Performance

Ensuring that employee output and behaviors are in line with the organization's goals is the aim of employee performance. Performance may be described as the result of ability and motivation interacting, according to Robbins (2012). Assessing the environmental performance of an organization's workforce may be a difficult task. Evaluating workers' performance on green projects is one of HRM's primary focuses. Individual performance reviews for inexperienced employees are an essential component of the company's overall performance assessment strategy (Shen et al. 2018).

Furthermore, seeing successful businesses may result in a relationship being established between a company's resources and its market performance. The resource-based view (RBV) idea makes an effort to provide an explanation. It demonstrates how businesses that efficiently use their resources may generate enough revenue to sustain a limited number of companies (Lockett et al. 2009). Accordingly, the major emphasis of RBV is on how companies establish and preserve a competitive advantage (Ambrosini et al. 2009). The information-based total business viewpoint states that the company's knowledge is its most valuable asset. This RBV-derived information is deeply embedded and permeates company identities and cultures, policies, files, systems, employee performance, and exercises (Singh et al. 2019).

Studies reveal that there is a strong incentive to pursue psychological education (Benders 2017). Effective EM may make it easier to integrate environmental goals and strategies with more general development objectives. Numerous studies back up the idea that HRM may increase performance and competitive advantages, as well as the HRM strategies used to accomplish these objectives (Charbel Jose Chiappetta Jabbour et al. 2012). In terms of a company's green strategy, the area of policies considers reward systems, employee relations protocols, and hiring, performance, and training procedures (Renwick et al. 2015).

Amjad's study from 2021 demonstrates that GHRM has an impact on employee performance. According to research by Zhang (2019) and Aboramadan (2020), GHRM influences green behavior. Chaudhary's (2019) study, however, demonstrated that GHRM had no impact on green behavior. Research by Yong Jon (2019) and Mayangsari et al. (2021) on the impact of employee green behavior on performance indicates that employee performance is impacted by employee green behavior. Yet, Muafi et al.'s study from 2022 claims that there is no connection between employee green behavior and GHRM.

2. Theoretical Framework:

Organizations need to include both academics and industry specialists to concentrate on developing a framework to guarantee sustainable practices to solve environmental issues within the hospitality sector. Even though many countries are now attempting to create such frameworks, many businesses still struggle due to a lack of experience and practical understanding in green practices, the risk of failure, a lack of clear objectives, and poor planning. To adopt a systematic Green Practices, top management assessed their active and well-known approaches.

However, maintaining organizational stability is not without its difficulties. According to strategic choice theory and attribution modeling, the research organizes the body of literature to demonstrate how Green practices are essential for environmental management and organizational sustainability. The study looks at how GHRM (training and development, performance evaluation, incentive and compensation) policies affect organizational sustainability via the mediating roles of environmental performance and employee performance to achieve sustainability. The impact of green performance appraisals on worker productivity, as shown by the studies of Robert Monageng, Herbert Mapfaira, and Michael Mutingi (2014), and Rael Jeruto Mandago (2018) on the impact of green rewards and compensation on worker productivity.

Research Questions:

The research questions framed to analyze the study are:

1. How do green practices in the hospitality sector affect employee productivity?

2. Which green practices— training and development, pay and benefits, and performance reviews, for example—have the greatest impact on worker performance?

Hypotheses:

H0: Green measures in the hospitality sector have no discernible impact on staff productivity.

H1: Green practices have a major impact on staff performance in the hospitality sector.

H0: The effects of green practices on employee performance are equivalent in all respects.

H1: diverse green practices have a diverse effect on employee performance, including green training and development, green remuneration and incentives, and green performance assessment.

Objectives:

1. The research aims to assess the influence of green training and development programs on enhancing employees' performance.

2. The study seeks to analyze the relationship between employees' green compensation and rewards on employee performance.

3. The research aims to evaluate how green performance appraisals lead to employee performance

3. RESEARCH METHODOLOGY:

This study fits within the causation research area and employs a quantitative research style. According to Sugiyono (2018), the reason quantitative procedures are referred to as conventional techniques is because they have been a part of research strategies for a long time and are used by researchers. In order to test the hypothesis that the independent variables (variables that impact) and dependent variables (variables that are affected) entered into an associative research in this study, quantitative methods can be interpreted as positivist methods that are used to examine specific populations or samples, collect data using research instruments, and analyze quantitative and statistical data.

The dependent variable in this study, employee performance, is a latent variable that cannot be directly measured. The independent variables in this study are green performance appraisal, green compensation and rewards, and green training and development. These variables make up the variables of this study, according to the proposed framework.

Sample and Sample Size:

The research is quantitative in design and uses survey questions to gather cross-sectional data. The approach used to track down personnel in the hospitality sector is convenience sampling. There are 300 questionnaires issued overall, with 247 responses received.

4. RESULT AND DISCUSSIONS:

Examined green employee performance, green incentive and pay, green training and development, green performance management and evaluation, and organizational sustainability. The dependability under test met the criteria for item reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.967	17

The p-value of.000 (stated as p <.001), as supplied by SPSS, is given under Sig. for Kolmogorov-Smirnov. Consequently, The data firmly contradict the null hypothesis, which states that the variable has a normal distribution.

While both of these statistics indicate if a variable's distribution deviates statistically substantially from a normal distribution, it is important to use caution when extrapolating these results. The amount of observations will have a considerable impact on significance, thus for extremely large sample sizes—as this one may be—only a minor deviation from normalcy will be considered significant, but for small sample sizes, very huge deviations will be necessary to reject the null hypothesis.

Additionally, keep in mind that many parametric statistics (by using the Central Limit Theorem) are resistant to non-normality when sample sizes are extremely large; hence, the consequences of non-normality are mostly relevant to designs with lower sample sizes.

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
GTD	.263	247	.000	.884	247	.000
GPA	.210	247	.000	.899	247	.000
GCR	.240	247	.000	.896	247	.000
EP	.243	247	.000	.895	247	.000

a. Lilliefors Significance Correction

In order to finish our practical on determining normalcy, SPSS also generates the Quantile-Quantile, or QQ, plot, which is seen below:
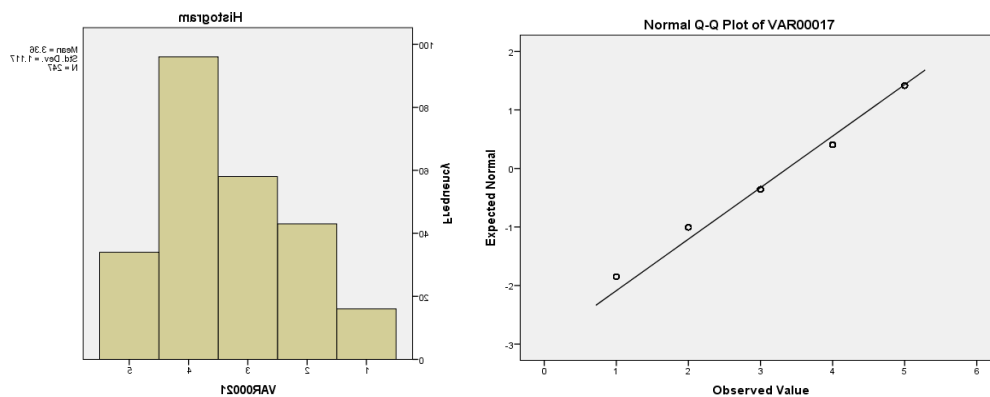
To compare the distribution of a variable with a chosen distribution—in this example, a normal distribution—QQ plots may be used. A nearly straight line connects the dots when the data are plotted against a theoretical normal distribution with the same mean and variance as the sample data. Disturbances from the standard are indicated by a departure from this line of straightness. Given that the Kolmogorov Smirnov test revealed a substantial influence, we should be able to see spots in the plot above that deviate from the line, either because some of the outlying values lie away from the line or because the geometry of the points creates a non-linear pattern.

Effect of Green Performance Appraisal to employee performance

Model Fit Summary

CMIN

Model	NPAR	CMIN
Default model	15	2347.388

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.030	.985		

AIC

| Model	AIC	BCC	BIC	CAIC
Default model	2377.388	2378.076	2435.596	2450.596

To demonstrate this relationship, Masri and Jaaron (2017) used the strategic choice theory. According to Daily and Huang (2001), staff workers need to be aware of the outcomes of performance evaluations so they may monitor their progress toward reaching organizational objectives. According to Fernández et al. (2003), it could be challenging to build up a rewards program that helps each employee equally. This is because different strategies work differently on different people. Manufacturing organizations face a challenge. The study's conclusions support previous research in the field (Masri and Jaaron 2017), which also found a strong correlation between company success and green employee performance reviews. The link in question is supported by strategic choice theory.

 Ahmad (2015) concluded that in order to evaluate employees' behavioral and technical skills with regard to environmental sustainability, HR departments need to modify the employee performance evaluation scale. Environmental performance acts as a mediator in the relationship between environmental performance and sustainable organizational performance management and assessment. According to a study by Renwick et al., using performance management in EM creates a number of challenges for tracking environmental performance standards across different organizational divisions. A few companies have addressed this problem by creating corporate-wide environmental performance standards and green information system strategies that focus on overall environmental performance (Blessinger 2005). To improve performance indicators for all environmental risk categories, green overall performance management systems may be successfully built (TUSDAC 2005). One problem is that, according to Caliskan and Esen (2019), senior management, plant or department managers, and other select groups are often the only ones who have access to evaluation systems with environmental goals, rather than workers in general. The findings indicate that the connection between overall employee performance and green performance is significantly mediated.
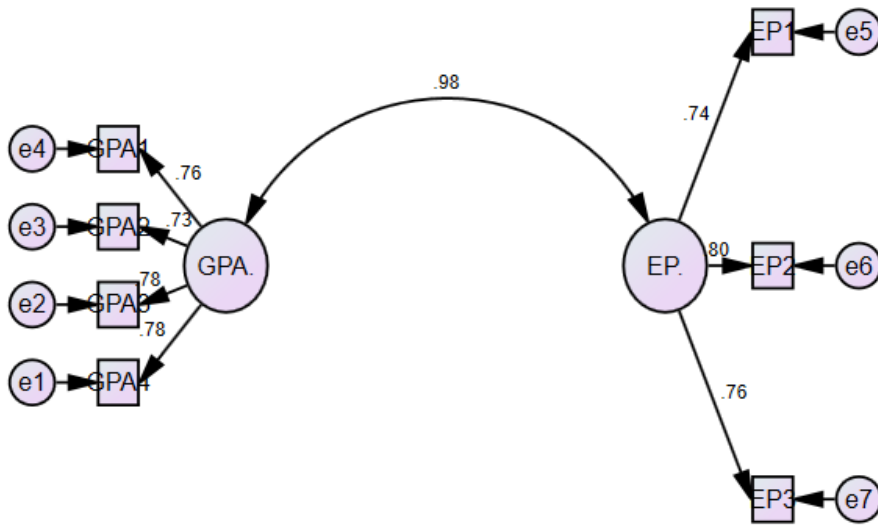
☐ Effect of Green Compensation and Rewards on employee performance

Correlations

		GCR1	GCR2	GCR3	GCR	EP1	EP2	EP3	EP
GCR1	Pearson Correlation	1	.623**	.593**	.863**	.584**	.549**	.646**	.694**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
GCR2	Pearson Correlation	.623**	1	.592**	.861**	.546**	.594**	.664**	.705**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
GCR3	Pearson Correlation	.593**	.592**	1	.848**	.516**	.553**	.575**	.643**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
GCR	Pearson Correlation	.863**	.861**	.848**	1	.640**	.659**	.733**	.794**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
EP1	Pearson Correlation	.584**	.546**	.516**	.640**	1	.590**	.569**	.836**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	358	358	358	358	358	358	358	358
EP2	Pearson Correlation	.549**	.594**	.553**	.659**	.590**	1	.618**	.867**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	358	358	358	358	358	358	358	358
EP3	Pearson Correlation	.646**	.664**	.575**	.733**	.569**	.618**	1	.857**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	358	358	358	358	358	358	358	358
EP	Pearson Correlation	.694**	.705**	.643**	.794**	.836**	.867**	.857**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	358	358	358	358	358	358	358	358

**. Correlation is significant at the 0.01 level (2-tailed).

Jackson et al(2011), Govindarajulu and Daily (2004), and Daily and Huang (2001) posit that compensation and incentives play a crucial role in the successful implementation of GHRM concepts. It's noteworthy that textile businesses haven't made much of an effort to encourage a pro-environment mindset among their employees by offering green incentives and compensation. Fernández et al. (2003) state that different incentive types may be needed for different sorts of employees, which presents administrative challenges because of the resources needed to link rewards to certain behaviors. Because of this, it is

challenging to put in place a compensation system that motivates employees at all levels. The current study found a strong correlation between worker performance and green performance assessment. These findings are consistent with other studies that have shown the significant impact of green performance review on organizational performance..
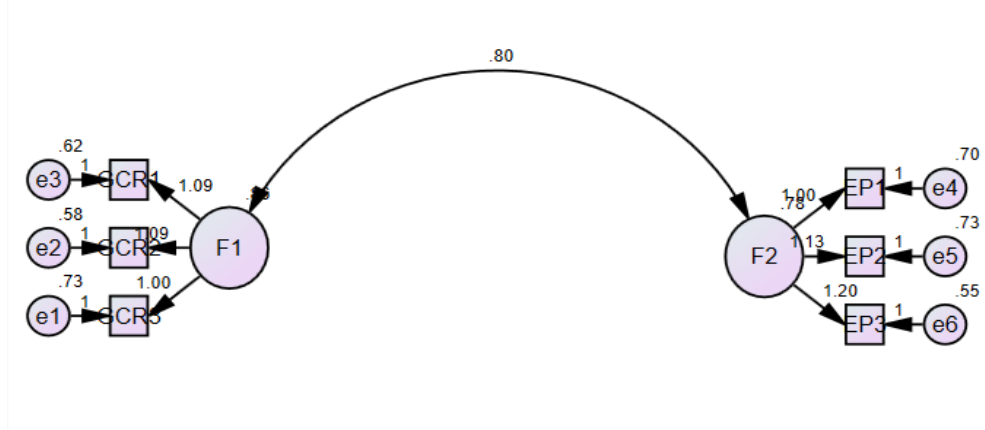
☐ The Influence of Green Training and development on Employee Performance

Correlations

		GTD1	GTD2	GTD3	GTD	EP1	EP2	EP3	EP
GTD1	Pearson Correlation	1	.605**	.607**	.854**	.539**	.646**	.658**	.721**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
GTD2	Pearson Correlation	.605**	1	.626**	.865**	.619**	.579**	.612**	.706**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
GTD3	Pearson Correlation	.607**	.626**	1	.865**	.584**	.564**	.583**	.676**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
GTD	Pearson Correlation	.854**	.865**	.865**	1	.674**	.692**	.717**	.814**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	358	358	358	358	358	358	358	358
EP1	Pearson Correlation	.539**	.619**	.584**	.674**	1	.590**	.569**	.836**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	358	358	358	358	358	358	358	358
EP2	Pearson Correlation	.646**	.579**	.564**	.692**	.590**	1	.618**	.867**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	358	358	358	358	358	358	358	358
EP3	Pearson Correlation	.658**	.612**	.583**	.717**	.569**	.618**	1	.857**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	358	358	358	358	358	358	358	358
EP	Pearson Correlation	.721**	.706**	.676**	.814**	.836**	.867**	.857**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	358	358	358	358	358	358	358	358

**. Correlation is significant at the 0.01 level (2-tailed).

The findings indicate that staff performance practices are significantly impacted by green training and development, although not significantly. A Daily et al. (2012) research of 220 manufacturing enterprises in Mexico found that staff performance was most impacted by green training and development. According to Masri and Jaaron (2017), worker performance is significantly improved by green training and development. According to Mishra et al. (2014), using GHRM procedures to get benefits from workers has comparable effects in India and other developing nations. These results suggest that Pakistan might improve its use of GHRM principles by investing more in green training and development. The findings of this research support those of Bai and Sarkis (2010), who claim that staff development might enhance worker performance. According to

Ahmad (2018), staff development and training programs need to address all social and environmental issues.
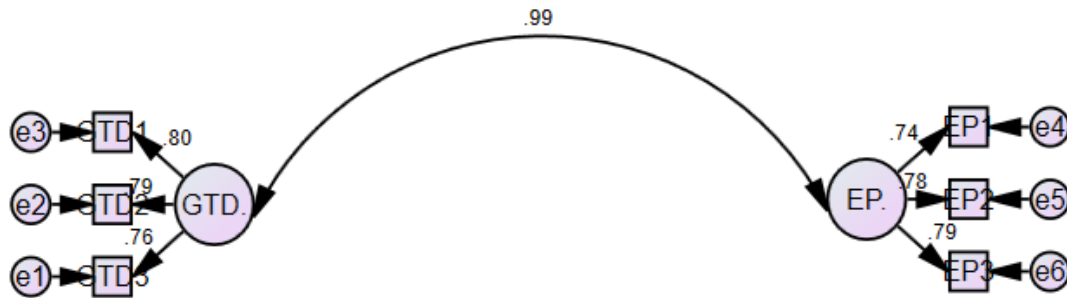
Two-way ANOVA Test:

SUMMARY	Count	Sum	Average	Variance
Experience	247	579	2.344	0.551825
Marital Status	247	457	1.850	0.127876
Education Level	247	603	2.441	0.507719
GTD1	247	809	3.275	1.549916
GTD2	247	829	3.356	1.579869
GTD3	247	838	3.392	1.548402
GTD	247	825.33	3.341	1.140856
GPA1	247	808	3.271	1.621244
GPA2	247	826	3.344	1.405484
GPA3	247	801	3.242	1.550509
GPA4	247	802	3.246	1.560712
GPA	247	809.25	3.276	1.069427
GCR1	247	824	3.336	1.524835
GCR2	247	828	3.352	1.619334
GCR3	247	815	3.299	1.617195
GCR	247	822.33	3.329	1.186524
EP1	247	850	3.441	1.523979
EP2	247	819	3.315	1.70475
EP3	247	815	3.299	1.617195
EP	247	828	3.3522	1.187537

The data show significant variety, according to the ANOVA findings. The low p-values corresponding to the rows and columns indicate the presence of significant variations between the levels within each component as well as between the factors themselves.

This suggests that the dependent variable is significantly influenced by the variables Experience, Marital Status, Education Level, GTD, GPA, GCR, and EP.

2. Effect of Individual Factors:

Experience, Marital Status, and Education Level:

These factors probably contribute to the observed differences even if they aren't mentioned specifically in the ANOVA table. These variables' descriptive statistics provide light on their means and variances and suggest possible influences on the dependent variable.

GTD, GPA, GCR, and EP:

There are notable variations among these factors, each with many degrees. A detailed knowledge of the ways in which each component influences the dependent variable is offered by the means and standard deviations across levels. For example, the GTD factor's means vary throughout GTD1, GTD2, and GTD3, indicating that various degrees of this factor have varied effects..

3. Column Effects:

The different variables and levels are represented by the columns in the ANOVA table. The p-value for each column that is highly significant suggests that the variables have a strong overall effect on the dependent variable. This emphasizes how crucial it is to take into account each of these factors in combination rather than separately.

Source of Variation	SS	df	MS	F	P-value	F crit
Rows	3431.584	246	13.94953	21.64367	0	1.157623
Columns	836.4392	19	44.02312	68.30496	1.7E-231	1.588732
Error	3012.432	4674	0.644508			
Total	7280.455	4939				

The importance of these sources is shown by the F-statistic and p-values. For example, the rows' p-value is almost zero, indicating that there are significant variations between the rows (maybe in the factor levels). Similarly, there are notable discrepancies across the columns (which may represent separate variables).

The findings of the ANOVA indicate that the amounts of the variables taken into consideration in the research varied significantly, offering insights into how these factors affect the dependent variable that is being studied.

☐ Effect of Green practices on employee performance

The premise that employee performance is impacted by Green Performance Appraisal is supported by the results of the hypothesis test. Green performance reviews have the potential to increase employee output. Because they believe there are defined requirements for their performance so far with the Green Performance Appraisal, employees will always be driven to work hard in order to attain good outcomes. The results of Sairra Hassan's (2016) previous study, which concluded that Green HRM (Compensation, Career Planning, Performance Appraisal, Training) practices have a beneficial effect on employee performance and should be used by organizations to fulfill their goals, support the conclusions of this study.
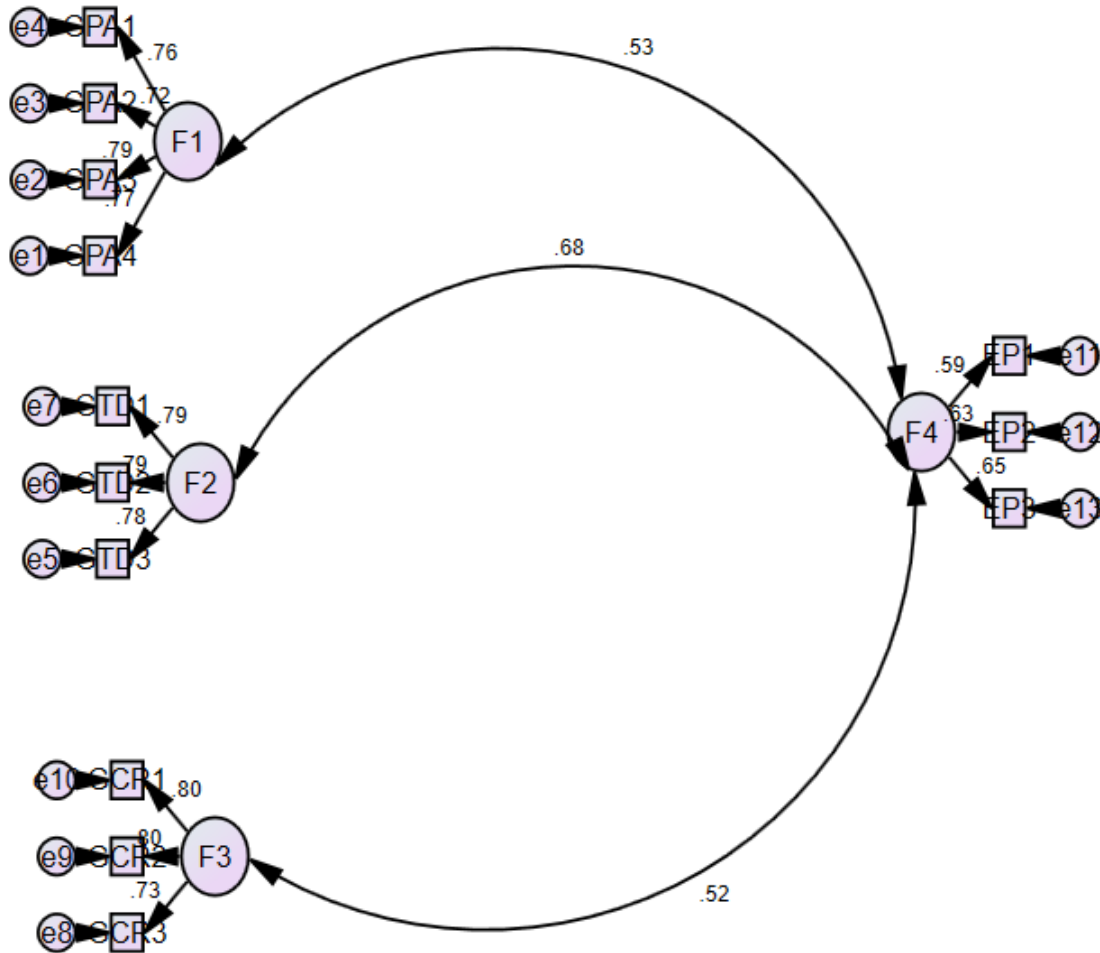
The Effect of Green Compensation and Rewards on Employee Performance

Employees are motivated to perform well because they know that if their performance results are excellent, they will get a certain payout or incentive.

The findings of Bilal bin Saeed and Bilal Afsar's (2018) research, which discovered a positive relationship between employee performance and environmental actors, psychological climate, and green incentives and compensation, support this as well. All other Green HRM strategies have a positive and strong relationship with employee performance.

 Employee performance is impacted by green compensation and rewards because they encourage positive environmental performance. Additionally, workers feel appreciated since they are aware that the firm will recognize their efforts with an accomplishment, an award, pay, or a specific present.

The Impact of Green Compensation & Rewards and Green Performance Appraisal on Employee Outcomes

The hypothesis testing results corroborate the notion that employee performance is impacted by green performance reviews as well as green incentives and pay. This also holds true for past research conducted by Siti Ridioah (2018), Rini Setyo Witiastuti, and Nury Ariani Wulansari. According to the research's findings, employee performance indicators based on Green HRM (employee recruitment, pay structure, incentives, and performance evaluation) should be built around waste management and rules that

promote a positive work environment. The idea that adopting green HRM practices (hiring, remuneration, benefits, and performance assessment) may boost workers' feeling of loyalty to the company and enhance production is further supported by the study's findings.

Employee performance is impacted by green performance appraisals, green compensation, and green rewards because workers are made aware that their efforts to be environmentally friendly will be evaluated, and if the results are favorable, they will receive compensation or other rewards for their efforts.

The Impact of Green Training and Development, Green Compensation and Rewards, and Green Performance Appraisal on Employee Performance

Employee performance is positively and significantly impacted by the combined effects of T &D, green compensation, and green rewards.

These three elements positively impact employee performance in terms of becoming green, improving the environment, and increasing environmental awareness inside a firm.

5. CONCLUSIONS AND SUGGESTIONS

Green Performance Appraisal significantly improves employee performance, with the strategy focus component having the most impact. The Competency Bonus dimension has the most impact on training and Development when it comes to Green Compensation and Rewards. The most potent aspect of Training and Development that impacts employee performance is its eco-helping component. Employee Performance is significantly improved by Green Performance Appraisal, with Measurability Dimensions having the greatest impact. Green Performance Appraisal significantly improves Performance, with the strategy focus component having the most impact. The Competency Bonus dimension has the most impact on employee performance when it comes to Green Compensation and Rewards. The most potent aspect of Green training and development that impacts employee performance is its eco-helping component. Employee Performance is significantly improved by Green Performance Appraisal, with Measurability Dimensions having the greatest impact. Employee Performance is significantly improved by green compensation and rewards, with the Competency Bonus component having the most impact.

There is a link between green pay and incentives aspects and employee performance; the largest influence is shown in the pay Bonus, which is determined by the quality of the job produced. Payroll incentives are attractively designed to encourage workers to do high-quality work and to care more about the environment. Informing staff members of the benefits and rewards that come with engaging in environmentally friendly activities. The correlation between green compensation and rewards factors and employee performance shows that competency bonuses, which are impacted by eco-initiatives, have the highest correlation. A sharing session on the connection between remuneration and performance in a green firm, so that staff members may better comprehend how the green environment in the business operates. The impact of Green Performance causes correlation. Measurability, which is governed by Work Quality and is one of the appraisal factors with the most impact on employee performance, is as follows:

The involvement in environmental issues and environmental greening activities is covered by the Green Performance Appraisal component. To provide a benchmark for the calibre of the workers' output in this case, especially in regards to environmental issues and environmental greening, the efficacy of the workers' labour is also assessed.

The result of the influence of green performance is correlation. One of the most influential assessment variables for employee performance is the strategy's emphasis,

which is influenced by eco-helping. It is expected that the company would be able to set both short- and long-term objectives for creating environmental protection initiatives.

• Employees use office resources wisely, ensuring that none (if still practical) of the resources or things employed in the workplace are wasted.

• Boost your CSR endeavours and Teach staff members about green environmental awareness via special events or teaching so they are more knowledgeable about the outcomes of environmental awareness campaigns..

 For Further Researchers

The authors hope that subsequent study will be able to delve further into the factors that impact employee performance and the role of OCBE as a mediator. This research raises the prospect of further impacts on other variables coming from green performance appraisal and green compensation and rewards.

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