



The Effect of Green Motivation, Green Ability, and Green Training on Employee Performance

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Abstract. *This study aims to investigate how employee performance is affected by environmental training and motivation. An example of a quantitative investigation is this one. The study's population and sample were 85 employees of the department of public works and spatial planning in the ngawi regency. The study's data were compiled using primary data sources. strategies for using a questionnaire to collect data. using the data analysis tool Smart PLS. The results of this research demonstrate that whereas green training significantly affects green motivation, green ability has no discernible effect on green motivation. Additionally, whereas green training has no discernible effect on employee performance, green ability has a considerable influence on it. In addition to functioning as a buffer between the detrimental impacts of green ability on employee performance, green motivation also has a substantial influence on employee performance.*

Keyword: *green ability, green training, green motivation, employee performance.*

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INTRODUCTION

The findings of this study, which are a replication of an article by (Singh et al., 2019), demonstrate that every firm must combine employee, social, and environmental performance at work with policies that prepare for the growing use of nature as a source of industrial raw materials. A concern that requires consideration is the significance of integrating environmental preservation practices into the workplace. This research is intriguing since several other studies have produced contradictory findings.

Green human resources aims to integrate ecology and the environment into workplace behaviour (Hadjri et al., 2020). A section of sustainable literature called "Green Human Resources" focuses on the green environment as a foundation for environmental management at work. Green literature aims to increase employee performance by having the organization implement and adhere to environmental protection rules based on the environmental context. As a result, green human resources demonstrate a focus on environmental preservation and conduct that contributes to environmental contamination (Qurota & Muafi, 2020). Increasing employee performance can have an impact on increasing company performance, which influences turnover. The application of a green environment can be applied in government.

Suppose a green environment is implemented in an agency that has an impact on increasing the performance of government employees (service to the community). In that case, the public will be satisfied with the services they receive so that the problem of slow service to the community can be reduced.

In order to protect the environment, green human resources are required to raise employee performance standards. Employee productivity is measured by the amount and quality of work completed in line with assigned duties. Concerning sustainability policies and environmental management at work, green human resource management has several aspects that might affect employee performance, including green talents, green training, and green motivation (Shraddha & Vinay, 2021).

Given the present circumstances, it is vital to take several steps, one of which is by using potential in an environmentally friendly way. Capability is one of the factors that determines an organization's performance. The skills and attitudes of workers in protecting the environment at work are referenced in the green literature. According to this study's findings, green skills may improve employee productivity (Rahmi, 2019).

The study findings from (Aven & Zio, 2021), which claim that the connection between green competencies and green training helps employee performance, complement the research mentioned above. Organizational policies that aim to improve employee performance in terms of quantity and quality provide the idea that social, environmental, and economic factors must be taken into account by every business. In addition, green training and talent favour green motivation (Jabbour & Jabbour, 2016).

According to further study results by (Broccardo et al., 2018), in addition to green motivation impacting employee performance, green talents and green training may also have a good impact. While green motivation is a factor that mediates the impact of green capabilities and green training on employee performance, there is pressure from stakeholders, and green capabilities and training are only marginally related to employee performance (Leroy et al., 2018).

Green motivation possessed by employees can also build the image identity of the organization and organizational growth for environmental sustainability in the workplace. According to (Suwondo & Sutanto, 2015), green motivation also seeks to sustain work behaviour toward outstanding green skills to achieve the best outcomes and instil an attitude of environmental conservation.

Green motivation may improve employee performance by fostering more zeal and enthusiasm at work and a caring attitude toward environmental protection (Singh et al., 2019). There are several ways to address each issue that arose throughout this investigation. Green motivation and staff performance are both influenced by green training.

Green training is a set of initiatives that motivates staff to develop knowledge about environmental preservation (Jabbour & Jabbour, 2016). In order to influence businesses across industries and locations to participate in environmental management processes that give

priority to resources that are more environmentally friendly, companies are expected to use the existence of green training, green capabilities, and green motivation.

Employee performance is the level of success in completing company goals, including attitude, ability, and achievement. Employee performance is related to policies to meet and exceed company expectations for the environment, not just compliance with regulations but environmental effects and resource consumption according to capacity. Performance is a particular result: the quality and quantity of work employees can do (Suwondo & Sutanto, 2015).

According to the results of the studies mentioned above, research on green human resource management is an intriguing topic. Actions addressing environmental issues are required in light of the present scenario. A new indication that opens up possibilities for using green human resources to understand the present environmental circumstances is the significance of green capabilities, green training, and green motivation. Therefore, it is anticipated that including environmental factors would impact employee performance.

This study, connected to the description above, aims to determine the impact of green motivation, training, and capacity on employee performance. Therefore, more study is necessary to validate the impact of green training and skills on employee performance at DPUPR Ngawi, which is mediated by green motivation. The study's subject was the Ngawi Regency's Public Works and Spatial Planning Office. There is a need for a policy on environmental management in the workplace at the Public Works and Spatial Planning Office, which is why the Ngawi Regency's Public Works and Spatial Planning Office was chosen as the subject of the study. Given these issues, it is essential to comprehend better the effects of green competencies, green training, and green motivation on employee performance.

According to (Suwondo & Sutanto, 2015), green motivation is when a person's effort and willpower are focused on achieving specific goals. These goals often comprise increased productivity, presence, creativity, and an attitude of environmental management. A previous study by (Broccardo et al., 2018) showed that green abilities positively impact green motivation.

The capacity to safeguard the environment at work inspires individuals to enhance their desire to perform better jobs, which the relationship between green ability and green motivation may describe. Similar research was done by (Jia et al., 2018), and the findings revealed that ability influences motivation for becoming green in a favourable way.

Green training is a learning process that includes knowledge, abilities, and attitudes to raise employee productivity by implementing green workplace practices. In an attempt to boost employee enthusiasm at work and as a solution to issues with organizational performance, training is often employed (Rahmi, 2019).

Green motivation to protect the environment at work is influenced by green training. It provides the knowledge and abilities they possess to attain corporate objectives and assist workers in their duties. An earlier study (Qurota & Muafi, 2020), suggests that green training favours green motivation.

In order to achieve better employee performance in a competitive environment, the notion of green skills is leveraged. Action, including green human resource management, is required to achieve organizational sustainability objectives (Islam, Majidul.; Hossain, A. Tanvir.; Mia, 2018). However, according to an earlier study by (Leroy et al., 2018), green competencies do not significantly affect employee performance. The findings of the study from ((Broccardo et al., 2018); (Jabbour & Jabbour, 2016); (Rahmi, 2019); (Aven & Zio, 2021)) are different from this.

Creating procedures and staff performance that are environmentally friendly is referred to as "green capability." Employee performance is based on their skill set and competency level. The value of green human resource management is employed for workplace environmental management so that employees perform better in a pleasant working environment. According to (Hadjri et al., 2020), having green capabilities may raise awareness of employee performance and rules relating to workers' stewardship of the environment.

Green training may also be characterized as research demonstrating a significant impact on worker performance. The availability of green training may foster the development of creative workers and motivate human resources who understand the value of protecting the environment at work (Shraddha & Vinay, 2021). According to an earlier study (Rahmi, 2019), the company's perspective must consider social, environmental, and economic factors. According to (Aven & Zio, 2021), raising social and environmental awareness is vital to addressing an organization's sustainability.

The impression of green training also has a favourable impact on ability after the perception of green ability also affects employee performance. According to (Broccardo et al., 2018), green training may increase employee performance and is anticipated to have a favourable environmental impact. Therefore, it makes sense to infer that green training helps organizations adopt green practices.

According to research (Hadjri et al., 2020), green motivation focuses on the impact of ecology and the environment on employee performance. Green motivation, which is focused on raising employee knowledge of the environment, is described as a human drive to instil a feeling of purpose and passion at work (Dumont et al., 2016). According to (Qurota & Muafi, 2020), green human resource management employs a technique to boost employee morale by promoting environmental conservation. Therefore, green motivation is anticipated to develop into a procedure and practice that supports employee behaviour at the workplace to lower environmental pollution.

The capacity of a person to do tasks with a strong feeling of passion and excitement is another benefit of green motivation. According to (Rahmi, 2019), green motivation's influence on employee performance development might favour workplace environmental management practices. Green incentives boost employee performance regarding creativity and competence when it comes to safeguarding the environment at work.

By considering the resources spent, employee performance may be seen as a gauge of the amount and quality of employees who have been worked on (Suwondo & Sutanto, 2015).

High ability that is backed by high motivation may provide higher performance outcomes, which is the function of green motivation and green ability in employee performance.

In order to increase productivity and boost staff performance, green motivation attempts to boost employee morale. As a result, green motivation is required to increase staff capabilities and job skills in reaching corporate objectives (Hadjri et al., 2020). According to an earlier study by (Aven & Zio, 2021), green motivation affects employee performance and mediates job ability's impact on employee performance.

A systematic procedure called "green training" has the power to alter employee behaviour and boost efforts to meet company objectives. The green training program aims to educate staff members on workplace environmental management skills. According to an earlier study (Rahmi, 2019), when workers' needs, wants, and expectations are met, their motivation to work rises, improving performance.

There is a correlation between employee performance, green training, and green motivation, which means that employee performance may rise with green training and green motivation. By participating in green training, employees are strongly motivated to develop their abilities via ecologically friendly practices. According to (Islam, Majidul.; Hossain, A. Tanvir.; Mia, 2018), green motivation modulates the impact of green training on employee performance.

RESEARCH METHODS

Quantitative research is used in this study. This study's data are derived from primary sources. Primary data for this research came from questionnaires that were filled out using pre-written questions. Consistent responses were distributed in the questionnaire. The objective of this quantitative study is to create a hypothesis about the present occurrence. Employee performance (Y) is the dependent variable in this research. Green ability (X1) and green training (X2) are the independent variables, while green motivation (Z) is the mediating variable.

A questionnaire or questionnaires on green capabilities, green training, green motivation, and staff performance were utilized as the approach for gathering data for this research. The responses that had been supplied to each person were consulted personally for the data to ensure that respondents may complete the questionnaire's questions without being forced to and that the findings of the data collected are entirely the respondents' accounts. As for the Likert scale measurement. The scale has five options: 1 for "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree."

The population of this research consisted of 570 workers or human resources in the Public Works and Spatial Planning Office of the Ngawi Regency. Only 85 persons, or 15% of the population's recorded data, were included in the sample. It is done to make data processing simpler and improve test outcomes.

The Structural Equation Modeling (SEM) model is used in this investigation. This model was chosen based on the knowledge that SEM may give and demonstrate causal links between

variables (Suwondo & Sutanto, 2015). Partial Least Square (PLS) analysis is used to calculate the results of the computation procedure and evaluate the hypothesis. PLS has the benefit of employing a very minimal number of samples. The Partial Least Square (PLS) model is evaluated by analyzing the outer and inner models.

RESULTS AND DISCUSSION

If the P values are less than 0.05, the study hypothesis is considered to be accepted. Each variable in this research is also influenced both directly and indirectly.

The direct testing explains that first, green training determines green motivation through employees' desire, enthusiasm, and passion for completing work by paying attention to environmental aspects in the workplace. These research results are supported by findings from Dumont (2017), who states that green training significantly affects green motivation. Green training is an activity to motivate employees to learn environmental protection skills and pay attention to ecological problems. Green training is expected to improve operations and increase employee awareness, knowledge, and abilities (Aven & Zio, 2021).

Second, green ability have a significant positive effect on employee performance, supported by research conducted by Aven & Zio (2021) and Broccardo et. al. (2018), who found that green abilities influence the strengths and weaknesses of employee performance. Green abilities, which include protection skills and paying attention to environmental problems, can create comfort in the workplace and improve employee performance.

Third, green motivation has a significant positive effect on employee performance; this is supported by research conducted by Jia et al. (2018), Singh et al. (2019), and Jabbour (2016), which shows that green motivation influences employee performance. This explanation means that the higher an employee's motivation regarding the importance of implementing aspects of environmental conservation in the workplace, the greater the employee's performance can be. By increasing employee performance, a company's performance will also increase the company's income. This applies to government, where if the performance of government employees (services to the community) increases, then the public will feel satisfied with the services provided. In this way, public complaints regarding government services can be resolved or at least reduced.

Table 1.1
Test results direct effect (*path coefficient*)

	Original Sample	T Statistic	P Values
Green Capability->Employee Performance	0.252	1.977	0.047
Green Ability->Green Motivation	-0.035	0.288	0.774
Green Motivation->Employee Performance	0.453	5.311	0.000

Green Training->Employee Performance	-0.014	0.109	0.914
Green Training-> Green Motivation	0.359	3.021	0.003

Source: Processed Data (2023)

2) Evaluating the indirect impact.

Findings that have a significant influence provided indirectly or through mediation are explained as follows:

**Table 1.2
 Indirect Influence Test Results (*Indirect Effect*)**

	Original Sample	T Statistic	P Values
Green Capability -> Green Motivation -> Employee Performance	-0.016	1.286	0.775
Green Training -> Green Motivation -> Employee Performance	0.162	2.387	0.017

Source: Processed Data (2023)

An explanation of the indirect testing that has been carried out is that green motivation can mediate the effect of green training on employee performance in a significantly positive way. These results mean that in green training activities, company employees can increase their environmental protection skills and pay attention to the environment around them when working. A beautiful green work environment, employee awareness of protecting the environment, and supported company policies regarding environmental conservation will make the workplace comfortable for employees so that it can improve employee performance. The results of this research are supported by research conducted by Broccardo et. al. (2018).

CONCLUSION

The results of this research are divided into two, namely, direct and indirect influence. In terms of direct influence, some results have a significant influence, namely first, Green training has a significant effect on green motivation. Green training determines green motivation in the form of employee desire, passion, and enthusiasm in completing work by paying attention to environmental aspects in the workplace. Green training is an activity to motivate employees to learn environmental protection skills and pay attention to environmental problems. Second, Green capabilities have a significant effect on employee performance. If employees have green skills as a basis for expertise in environmental protection in the workplace, employee performance will increase. The results of this research are also supported by (Aven & Zio, 2021) and (Broccardo et al., 2018) who both state that green capabilities influence the strengths and weaknesses of employee performance. Green capabilities can improve employee performance with environmental protection skills and pay attention to environmental issues,

especially green capabilities (Aven & Zio, 2021). Third, Green motivation has a significant effect on employee performance. These results explain that higher employee motivation regarding the importance of implementing aspects of environmental conservation in the workplace can improve employee performance.

Regarding indirect effects, the only significant results were green training on performance through green motivation. This research shows that a comfortable work environment can improve employee performance. Further research also needs to be carried out because the importance of involving aspects of environmental preservation in the workplace is an issue that needs attention, apart from several studies that show mixed results.

This research could be one of the recommendations for improving the performance of employees of regional government agencies, namely Department of Public Works and Spatial Planning in the Ngawi regency. Green training can be carried out to increase awareness and knowledge of the importance of environmental sustainability in the agency environment. Increasing environmental sustainability will make the work environment comfortable and beautiful. In this way, psychologically a person's mood will improve. A comfortable and beautiful agency environment not only impacts the employees at the agency but also the public who visit when they need the services of government employees. Support from related agencies is no less critical, for example, creating a policy that supports preserving the workplace environment. In this way, employee motivation increases. Increasing employee motivation can improve the performance of the agency's employees.

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