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Analysis of Green Training on Green Employee Performance With Green Behavior as a Mediating Variable in Employees of PT Charoend Pokhpand Jaya Farm

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Abstract: This study aims to analyze the effect of Green Training on Green Employee Performance with Green Behavior as a mediating variable on employees of PT. Charoen Pokphand Jaya Farm. The phenomenon of environmental pollution and hazardous waste (B3) in the industrial sector underlies the importance of implementing the principles of Green Human Resource Management (GHRM), especially environmentally friendly training (Green Training) which can form pro-environmental behavior (Green Behavior) and improve the performance of environmentally aware employees (Green Employee Performance). This study uses a quantitative approach with a survey method and data collection through questionnaires distributed to 68 employees selected by simple random sampling. Data analysis was carried out using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The results showed that Green Training had a positive and significant effect on Green Behavior and Green Employee Performance. In addition, Green Behavior was proven to significantly mediate the effect of Green Training on Green Employee Performance. These findings highlight the importance of environmentally friendly training in fostering employee behavior and performance that supports corporate sustainability.

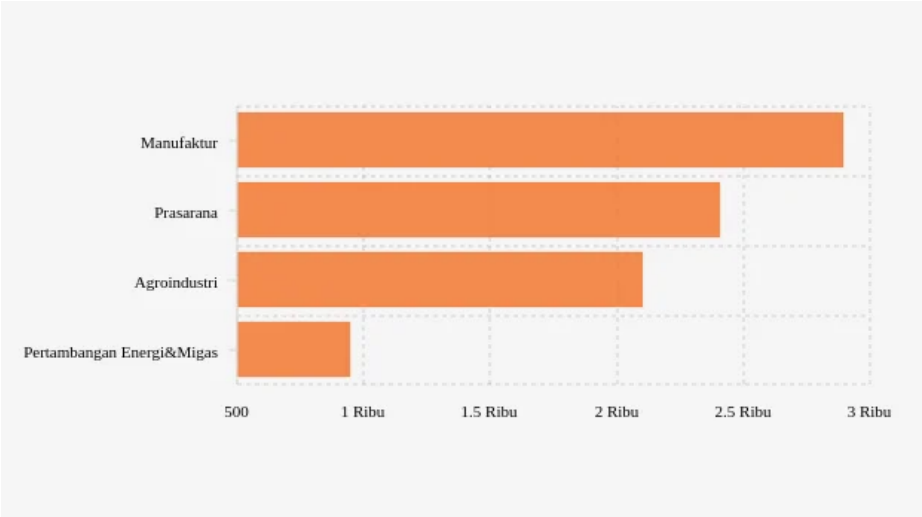
Keywords: Green Training, Green Behaviour, Green Employee Performance.

INTRODUCTION

The phenomenon of environmental damage that occurs due to waste and production process waste, spurs companies to improve and have ethical awareness of the environment. Related to the phenomenon of environmental damage, many companies are turning to an environmentally friendly lifestyle in the workplace (go Green). The problem of environmental pollution is a problem of all living things on earth, along with the increase in human population and the development of science and technology with the establishment of industries to meet the needs of human life. Growing industrial activities will increase the amount and type of industrial waste discharged into the environment.(Hari Sutrisno, 2016) The issue of

environmental pollution is our common problem, which is increasingly important to solve, because it concerns our safety, health, and survival. Anyone can participate in solving this environmental pollution problem, including us. Starting from the smallest environment, ourselves, to the wider environment.

The type of waste that is most dangerous to the environment and health is waste categorized as hazardous and toxic waste (B3) (Purwanti, 2018). B3 waste pollution can be through soil, water, and air. This pollution causes a decrease in environmental quality. One of the B3 wastes that must be a concern is waste containing heavy metals, namely lead, mercury and arsenic.



Source : https://databoks.katadata.co.id

Figure 1. Data on hazardous waste in Indonesia in 2021

There needs to be encouragement from various parties to make environmental issues one of the serious problems that must be addressed together by various parties. Based on Government Regulation No. 74 of 2001 which has now been updated in Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management, B3 waste needs to be managed in accordance with existing regulations so that environmental management needs to be carried out systematically and sustainably. Planning, implementing, monitoring, and making improvements in environmental management must be carried out continuously and consistently (Anggraini et al., 2015).

Many people dispose, hoard, store waste in large quantities and are not managed properly. It turns out that these wastes include hazardous and toxic waste (B3) (Riyanto, 2014). Therefore, clear rules related to B3 waste are needed. Because it is from these rules that we can minimize the impact of B3 waste.

Sustainable behavior that is carried out in a patterned and regular manner will form a culture in the organization. Green organizational culture (GOC) can encourage companies to not only pursue profits but also minimize negative impacts on the environment (Roscoe et al., 2019; Imran and Jingzu, 2022). Companies that are oriented towards environmental sustainability will create sustainable and environmentally friendly innovations. Green Innovation is defined as a product, service, or process that is environmentally friendly and can reduce environmental degradation (Ahmed et al., 2023). Employees who have sensitivity to the environment are able to create innovative ideas that help companies reduce negative impacts on the environment (Song, Yu, and Xu, 2020). This green behavior model emphasizes the effective use of internal organizational resources and aims to minimize the consumption of goods and materials that are harmful to the environment (Norton et al., 2017). According to

experts (Chaudhary, 2020), this behavioral paradigm has a direct influence on the ability of organizations to achieve green goals and improve the performance of green organizations.

Employee performance is also related to employee training and development because training incorporates knowledge and skills in employees needed to achieve organizational goals and objectives. Skill development and exploratory learning are potential ways to drive innovation in organizations (Ismail et al., 2016), Green training in practice in the process of green human resource management (GHRM) is also one of the factors that become very influential. Green training has a positive effect on the evolution of environmental management in the company. The Green Training process is the task of the company in making the process of change towards a greener company. Green training helps workers to raise environmental awareness in the workplace about the importance of environmental protection and improve their capacity to adapt. In addition, it helps them learn important ways to save resources and reduce waste in the workplace (Ahmad et al., 2023).

Environmentally friendly resource management has an impact on performance. In addition, according to (Gill 2021) states that GHRM significantly improves environmental management and further helps achieve higher firm performance. The success of corporate environmental management depends on the environmentally friendly behavior of employees because their behavior improves aggregate corporate performance (Kim et al., 2019). It is necessary to practice GHRM because Paro ragas (2017) states that environmentally friendly resource management practices implemented in the work environment have a great influence on employees' personal lives, which encourages them to initiate environmentally friendly behaviors.



Source : Kementerian lingkungan hidup

Figure 2. Percentage of Liquid Industrial Liquid Waste Treated Safely

Problems at PT Charoend Pokhpand jaya farm employees that the lack of awareness and participation of employees in environmental activities is a major problem at PT Charoend pokhpand jaya farm this causes B3 waste management is not optimal, the use of energy and natural resources is not efficient, as well as water and air quality that has not met the standards, the lack of training and development of employees related to GEP is a contributing factor.

Therefore, the analysis of Green Training on Green Employee performance with Green behavior as a Mediating variable at PT Charoen Pokhpand Jaya Farm is important to do. This can assist organizations in designing and implementing more strategic and effective green training and development programs so as to encourage more environmentally friendly organizational and employee performance.

METHOD

The research method conducted is a quantitative research method with a causal descriptive approach. The object of this research is Green Training, Green Employee Performance and Green Behavior. The population in this study were employees of PT Charoend Pokhpand Jaya Farm Unit Bencoy, Sukabumi Regency. The sampling technique used was probability sampling technique of simple random sampling type so that the sample size of 68 respondents was determined. The data collection technique used in this research is the distribution of questionnaires using google form. The data analysis technique used is Structural Equation Modeling (SEM) using partial least square (PLS).

RESULTS AND DISCUSSION

Part of the process of generating relationships between reflective items and their latent variables is convergent validity. The convergent validity index can be measured using the AVE factor, and the loading factors value. It is declared valid when an indicator value is 0.7 while the loading factor value of 0.5 - 0.6 can be considered sufficient (Ghozali, 2021). In the measurement model, the results obtained show the value of loading factors, Composite Reliability (CR) and Average Variance Extracted (AVE).

Validity and Reability test

Table 1. Validity and Reliability Test Results

Latent Variabel	Dimension	Factor Loading	CR	AVE
Green Training (X)	Instruktur	0.859	0.947	0.545
	Trainess	0.857		
	Training Method	0.875		
	Materi	0.883		
	Destination	0.852		
Green Behaviour (M)	General Belief	0.917	0.922	0.568
	Personal Atitude	0.935		
	knowledge	0.905		
Green Employee Performance (Y)	Work Results	0.895	0.919	0.556
	Work Competencies	0.896		
	Personal Effectiveness	0.881		

Source: Data processed by researchers, 2025

Based on the test results, it can be seen that convergent validity testing on the outer loading value, it is known that between Variable (X) Green Training, Variable (M) Green Behavior and Variable (Y) Green Employee Performance, each Latent Variable has a value of more than 0.5, then each Loading Factor value between Dimensions and indicators also has a value of more than 0.7, then all items are declared Convergent Valid. Thus it can be said that the second order measurement has the ability to reflect the constructs of each Latent Variable.

Based on the table, it shows that the AVE value for each construct is more than 0.50 and <0.50, meaning that the Variable (X) Green Training has a value <0.50 is said not to meet the criteria for good discriminant validity, while the Variable (M) Green Behavior and Variable (Y) Green Employee Performance in the model is said to meet the criteria for good discriminant validity because it has a value <0.50.

Based on this table, it can be seen that the Composite reliability value for each variable is 0.7. Based on this value, it can be concluded that all indicators on the variable have good reliability. The questionnaire used by researchers has been consistent so that the data in this study can be said to be reliable because it has met the Composite Reliability criteria.

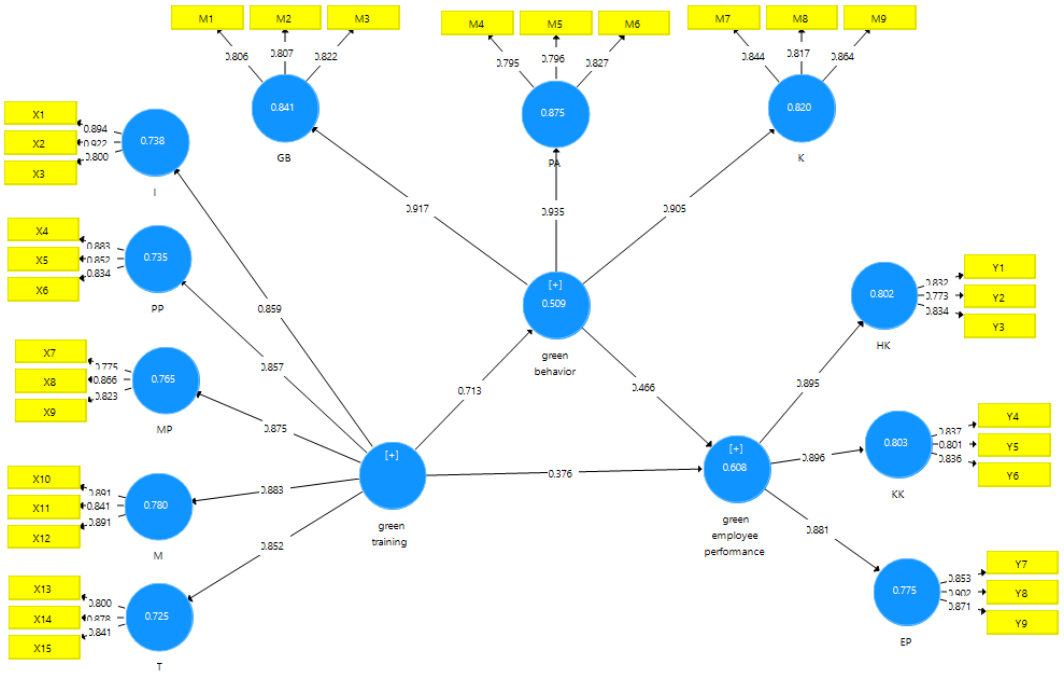


Figure 2. Path Diagram after the outliner is done

Coefficient of determination (R^2)

Table 2. R Square Value Test Results

	R-Square	Description
Green Behaviour	0.509	Moderate
Green Employee Performance	0.608	Moderate

Source: Data processed by the author, (using SmartPLS3)

Based on the R-square Table, Green Behavior has a value of 0.509 and Green Employee Performance of 0.608, which means that Green Training has an effect of 50.9% and 60.8% on the two variables respectively with a moderate category. The rest is influenced by other variables outside the study.

Hypothesis Test

Table 3. Summary Matrix

	Sample (O)	Sample Mean (M)	Standart (STDEV)	T Statistics (O/STDEV)	P Values
Green Training➔ Green Behaviour	0.713	0.722	0.056	12.716	0.000
Green Behaviour ➔ Green Employee Performance	0.466	0.466	0.133	3.513	0.000
Green Training ➔ Green Employee Performance	0.376	0.377	0.113	3.311	0.001

Green Training ➔ Green Behaviour ➔ Green Employee Performance	0.332	0.335	0.098	3.386	0.001

Source: Data processed Smart PLS 3, 2025

Based on direct effect testing, it is known that the effect of the Green Training Variable (X) on the Green Behavior Variable (M) has a path coefficient value of 0.713 with a T Statistical Value of 12.716 and a P velues value of 0.000. where the Statistical Value is greater than (1.960) and P values <0.05. These results indicate that the Green Training Variable has a positive and significant effect on employee performance.

The effect of Green Behavior Variables (M) on employee performance (Y) has a path coefficient value of 0.466 with a T Statistical Value of 3.513 and a P velues value of 0.000. where the Statistical Value is greater than (1.960) and P values <0.05. These results indicate that the Green Training Variable has a positive and significant effect on employee performance.

The effect of Green Training Variables (X) on Employee Performance (Y) has a path coefficient value of 0.376 with a T Statistical Value of 3.311 and P velues of 0.001, where the Statistical Value is greater than (1.960) and P values <0.05. These results indicate that the Green Training variable has a positive and significant effect on employee performance.

Based on the table above, it can be seen that the mediation relationship between Green Training (X) on Employee Performance (Y) is mediated by Green Behavior (M) on employees so that: Based on the results of Hypothesis testing, it can be seen that the existence of Green Training on employee performance through Green behavior is significantly tested because it has a t-statistic value of 3.584 and a p-value with a value of 0.000.

Materiks Ringkasan

Tabel 4. Matriks Ringkasan

Variabel	T-Statistics Koefisien Jalur	P Values	Pengaruh langsung	Pengaruh tidak langsung	Total Pengaruh
Green Training ➔Green Behaviour	12.716	0.000	0.713	0.000	0.713
Green Behaviour ➔Green Employee Performance	3.513	0.000	0.466	0.000	0.466
Green Training ➔Green Employee Performance	3.311	0.001	0.376	0.001	0.376
Green Training ➔Green Behaviour ➔Green Employee Performance	3.386	0.001	0.001	0.332	0.332

Source: Data processed Smart PLS 3, 2025

Discussion

This research was conducted using a human resource management approach. The research was conducted using three types of variables, namely independent variables, mediating variables, and dependent variables. For this reason, the variables in this study are Green training (X), Green Behavior (M), and Green employee performance (Y), this research was conducted on employees of PT. Charoen pokhpand jaya farm who are conducting training on the surrounding environment to improve employee performance.

Based on SmartPLS3 calculations, it shows that the development of Green Training at PT Charoend Pokhpand Jaya Farm has a good influence in improving Green behavior, this can be seen from the path coefficient value of 0.713 with a statistical T value of 12.716 and a P value of 0.000. where the statistical value is greater than (1,960) and P value <0.05. 0 These results indicate that the Green Training variable has a positive and significant effect on employee performance.

The environmentally sound training implemented by PT Charoen Pokphand has proven effective in encouraging environmentally friendly behavior in the workplace. The training not only improves technical knowledge, but also instills values of caring for the environment, such as energy saving, waste management, and conservation of natural resources. Through the training, employees gain a deeper understanding of the ecological impact of their actions, which in turn shapes a positive attitude towards the environment. In line with the opinion of Teixeira et al. (2016), strategically designed environmental training can shape sustainable behavior. Zibarras and Coan (2015) added that the integration of green training in HR management can form a strong green work culture. Ahmad et al. (2023) also emphasized that this training increases employees' awareness and adaptability to environmental issues, and teaches how to save resources and reduce waste. Paro Ragás (2017) states that green practices in the workplace also have a positive impact on employees' personal habits.

Employees' green behavior directly contributes to improved work performance. Actions such as efficient use of resources, waste management, and compliance with sustainability policies reflect responsibility, ethics, and high productivity. At PT Charoen Pokphand Jaya Farm, employees who demonstrate green behavior not only comply with procedures, but also consider the environmental impact of their actions. Research by Dumont, Shen, and Deng (2017) revealed that green behavior also increases job loyalty, because employees feel involved in something meaningful to the organization and society. In addition, Robertson & Barling (2014) stated that green behavior supports the creation of a positive work atmosphere, effective team collaboration, as well as efficiency and reduction of waste-all of which lead to improved work performance. Overall, green behavior is a strong indicator of superior performance in modern organizations.

Environmentally sound training at PT Charoen Pokphand Jaya Farm not only shapes environmentally friendly behavior, but also has a direct impact on improving employee performance. This training strengthens understanding, skills, attitudes, and work motivation, so that employees are able to carry out tasks more professionally, efficiently, and according to the principles of sustainability. Jabbour (2015) stated that green training plays a strategic role in shaping competencies that support long-term organizational success. Yong et al. (2020) also emphasized that green training helps develop sustainable work skills and behaviors, which improve performance. Fawehinmi et al. (2024) showed that training integrated in the HR system is able to form green competencies, while Luu (2022) added that regular training increases employees' emotional and intellectual engagement with environmental issues (employee environmental engagement), which is reflected in work enthusiasm and task effectiveness.

The analysis shows that the indirect effect of Green Training on Green Employee Performance through Green Behavior is still insignificant. This indicates that although training

has been provided, the impact on performance is not optimal if it only relies on behavior change as an intermediary. However, Green Behaviour still plays an important role as a mediator, where the success of environmental training is highly dependent on the formation of environmentally friendly behavior in employees. Without behavior change, training only becomes theoretical knowledge, whereas if behavior is successfully formed, training can contribute significantly to improving performance. This finding is in line with Aulia and Nawangsari (2023), who state that green behavior bridges the influence of green HRM on performance outcomes. Pham et al. (2020) also confirmed that individual behavior is an important mechanism in linking training with work outcomes. Research by Anindyah and Nugroho (2023) added that the success of training is strongly influenced by the values and psychological climate in the workplace that support green behavior. Therefore, PT Charoen Pokphand Jaya Farm not only needs to provide training, but also ensure that the training shapes behavior that is consistent with the goal of improving performance.

CONCLUSION

Based on the results of research on the effect of Green Training on Green Employee Performance with Green Behavior as a mediating variable on employees of PT Charoen Pokphand Jaya Farm, it can be concluded that the implementation of environmentally sound training has proven effective in shaping environmentally friendly behavior among employees. Training that is designed in a structured manner and focuses on sustainability has succeeded in increasing employees' awareness and real actions in supporting the company's environmental goals.

The green behavior formed from this training has a positive impact on employee performance, where they show higher discipline, efficiency, and responsibility at work. Green behavior reflects employees' commitment not only to work quality, but also to corporate social responsibility.

In addition, this study revealed that Green Behavior acts as a mediator in the relationship between Green Training and Green Employee Performance. However, this mediating effect is not very significant, which indicates that the success of training is not only determined by changes in behavior, but also by other factors. Thus, Green Behaviour partially contributes in bridging the relationship.

Based on the results of the research that has been conducted, there are several suggestions for future researchers. First, it is recommended to add or use new theories to make the research more relevant to the times. Second, researchers are encouraged to apply different research techniques to obtain more varied and accurate results. Third, the scope of research subjects should be expanded so that the findings produced can be more generalized and represent a wider range of conditions.

This research provides some practical suggestions for companies in implementing Green Training and shaping Green Behaviour effectively. First, for the program to run optimally, the training should not only be aimed at operational employees, but also involve leaders and managerial ranks. Second, to maintain the consistency of environmentally friendly behavior, training should be conducted periodically, for example every six months, to reinforce employees' understanding and commitment to environmental issues. Third, companies are advised to design training that is interactive and easy to understand, such as through videos, simulations, or case studies that are relevant to workplace situations, so that the training messages are more interesting and memorable for participants.

This study has several limitations that need to be considered. First, the research was only conducted at one company, PT Charoen Pokphand Jaya Farm, so the results cannot be generalized to other companies or industries. Second, the research is cross-sectional or conducted in one specific time period, so it has not been able to describe changes in employee

behavior or performance in the long term. Third, data collection was carried out through questionnaires, which have the potential to be influenced by respondents' subjective perceptions or desire to provide answers that are considered good, so that they can affect the level of accuracy of the data obtained.

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