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THE EFFECT OF GREEN RECRUITMENT, GREEN TRAINING ON EMPLOYEE PERFORMANCE IN PT TRU USING ORGANIZATION CITIZENSHIP FOR ENVIRONMENT AS MEDIATION VARIABLE

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Abstract: This study aims to analyze the effect of green recruitment, green training, and OCBE on employee performance. This type of research is carried out quantitatively and for the research method used is the associative explanatory level method. The object of this research is PT TRU. The sampling method used was a probability sampling with a sampling technique using simple random sampling with a total sample of 100 people. Data analysis was performed using Structural Equation Modeling (SEM) with soft ware Partial Least Square (smart – PLS). The results obtained in this study: 1) Green recruitment, green training, and Organization Citizenship for Behavior (OCBE) have positive and significant effect on employee performance, 2) Green recruitment and green training have a positive and significant effect on employee performance through Organization Citizenship for Behavior (OCBE).

Keywords: Green Recruitment, Green Training, Organization Citizenship for Behavior (OCBE), Employee Performance.

INTRODUCTION

Business competition in globalization era made many companies compete to maintain their market share. This condition requires organization respond to adapting these changes for

to be able to compete in global competition. The company expected not only focus on increasing profits, but how the company's ability to manage the organization's environment.

Performance is person success level during a certain period in carry out tasks with good responsibilities. Employee performance is an important thing in an organization, because it can affect organizational performance. Company performance service shown by total of customers use the company's services and customer loyalty level in reusing these services.

For good management, companies must having knowledge, highly skilled employees and efforts to manage the company as optimal as possible so that employee performance increases. Good employee performance show on high work results while low employee performance will result in low performance.

According to Moehariono (2012: 95), *performance* is achievement level on program implementation of activities or policies in realizing the goals, objectives, vision and organization mission as outlined through the strategic planning of an organization.

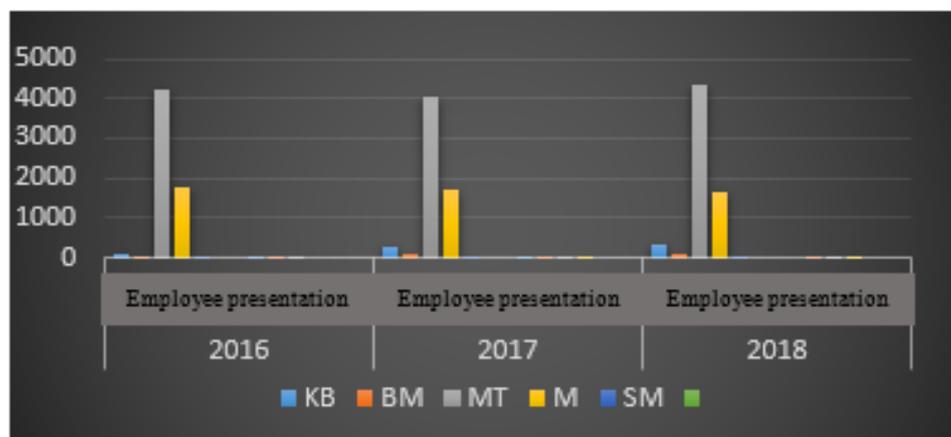


Figure 1. 2016-2018 Employee Performance Assessment
Source: PT TRU's Company Data

Figure 1 shows that in the period 2016 to 2018 there were still employees who received ratings under the category which means there were employees who were still lacking in achieving targets. In addition, there are still employees contributes minimally assessment, it means there are employees get lacking in achieving. There was a decrease number in employees who received satisfactory category. However, overall the results of employee performance appraisals have a tendency towards improvement, this can be seen from the increase in employees who get an assessment with the category of meeting targets.

The percentage of employees every year has fluctuating changes, especially for employees who get satisfactory performance scores. A company declared good if work appraisal of its employees continues to experience a significant increase. Therefore, the recruitment process is needed at PT.TRU to get quality employees and a training for their employees so that they can continue to provide satisfactory performance values as shown in the percentage that continues to rise in the years to come.

LITERATURE REVIEW

Green Recruitment

Green Recruitment is producing candidates process in accordance with existing positions in the company through an online process and recruited they can maintain environmental values. According to Jabbour (2011) in Aranganathan (2018) *green recruitment* is to produce candidates who are committed to the environment and willing to contribute to the company. Meanwhile according to Ahmad in Adimuthu (2017) *green recruitment* is a process to get potential candidates and make the importance of the environment as a criterion in the recruitment process.

According to Mudji Astuti (2018) factors that influence *Green Recruitment* : 1) including environmental criteria, 2) company commitment to the environment during the recruitment process, 3) In job advertisements include elements that contain knowledge about the environment, 4) Looking for prospective candidates who has competence in environmental management.

Green Training

Green Training is the training process that keep green the environment it can be done online for increase employee knowledge of the importance of protecting the environment. Kjaerheim (2005) in Bilal (2018) said that *green training* can increase employee knowledge about the environment and make employees more sensitive about environmental issues. Meanwhile, according to Lenny and Ahmad (2018) *green training* is a process that trains employees to have knowledge about work methods that save energy and provide opportunities for employees to be involved in solving environmental problems. Renwick in Miraj (2018) the factors that influence *green training* are as follows: 1) Informing about environmental management training, 2) Analyzing the training needs to find out the type of training that is environmentally friendly, 3) Providing training to employees about how work space is environmentally friendly, 4) Provide training to all employees on environmental management, safety, energy efficiency and recycling.

According to Jabbour (2015), indicators of *green training* are: 1) Conducting a number of training on the environment for all employees, 2) Every employee has the same opportunity to be trained on environmental issues, 3) Training on the environment is used effectively by all employees, 4) Conduct an evaluation of employee performance after environmental training.

OCBE

Kinicki and Fugate (2013: 164) said that *Organization Citizenship Behavior* is a voluntary action carried out by individuals even though the action is not part of their duties, but on the initiative to make a positive contribution to the organization. *Organization Citizenship Behavior for Environment* (OCBE) according to Paillé et al., 2013 in Sakher (2017) is voluntary behavior by people in an organization that aims to improve the environment. Meanwhile, according to Boiral (2009) in Nhat (2018) *Organization Citizenship Behavior for Environment* (OCBE) is a development of *Organization Citizenship*

Behavior (OCB), which is behavior that voluntarily contributes to organizations to enhance environmental improvement.

According to Boiral & Paillé (2015) *Organization Citizenship Behavior for Environment* (OCBE) has three dimensions: 1) *Eco-initiatives*, is voluntary behaviors to improve environmental performance, 2) *Eco-civic engagement*, is voluntary behavior of a person to involved in activities organized by companies that are pro-environment, 3) *Eco-helping*, is voluntary behavior of others to be environmentally conscious.

OCBE indicators consist of: 1) *Eco-initiatives*: a) always weigh the consequences of actions, b) initiatives in daily activities carry out actions regarding the environment, c) provide advice to others on how to protect the environment. 2) *Eco-civic engagement*: a) active in environmental activities in the organization, b) get information about environmental activities organized by the organization, c) contribute positively to the company's image. 3) *Eco-helping*: a) spontaneously helping others in considering the environment, b) encouraging others to be environmentally conscious, c) helping others express opinions about environmental issues.

FRAMEWORK RESEARCH

1) Relationship of *Green Recruitment* with *Organization Citizenship Behavior for Environment* (OCBE)

Jianfeng Jia et al (2018) said that when recruiting new employees, more attention should be paid to the environment quality awareness and employees environment. Recruited employees through the *green recruitment* process have better qualifications to understand the company's environmental management goals and solve problems based on environmental protection and motivate them to have environmentally friendly creativity.

H₁: *Green recruitment* has a positive and significant effect on *organizational citizenship behavior for the environment* (OCBE).

2) Relationship between *Green Training* and *Organization Citizenship Behavior for Environment* (OCBE)

According to Nhat Tan PHAM et al (2018) said that *green training* has a positive influence on OCBE which shows that *green training* can build *green competency* which encourages employees to work extra in environmental activities and to engage in green behavioral activities in the workplace voluntarily. when employees understand that the organization has a commitment to the environment they can instill an environmentally friendly organizational image in their self-concept, become committed to their environmental mission, and engage in environmentally friendly behavior in work activities. Green training plays an important role in improving OCBE.

H₂: *Green training* has a positive and significant effect on *organizational citizenship behavior for the environment* (OCBE).

3) Relationship between *Organization Citizenship Behavior for Environment* (OCBE) and Employee Performance

According to Sheena et al (2017) in a research journal said that the practice of *green human resource management* aims to make employees have environmentally friendly behavior. The implementation of GHRM practices through *green lifestyle* in the workplace will affect employee performance.

H3: *Organization citizenship behavior for the environment* (OCBE) has a positive and significant effect on employee performance.

4) Relationship of Green Recruitment with Employee Performance

Zirra et al (2017) in a research journal said that *green recruitment* has a significant effect on employee performance. The strengths and weaknesses of the company lies in its employees. A good recruitment strategy allows companies to get quality employees who can improve the performance of these employees.

H4: *Green recruitment* has a positive and significant effect on employee performance.

5) Relationship between Green Training and Employee Performance

Previous research on *green training* effect on employee performance conducted by KKAH, Pallewaththa PWK (2018) entitled *The effects of green training and development practices on employee performance* explained that *green training and development* had a positive impact on employee performance. Employees must be given training and education in order to develop the skills and knowledge needed in the organization.

H5: *Green training* has a positive and significant effect on employee performance.

6) Relationship of Green Recruitment to Employee Performance through OCBE

Previous research of employee green recruitment effect performance through OCBE conducted by Rini Setyo (2018) who said that *green hrm (green recruitment)* can increase the sense of ownership of employees in the organization to improve employee performance. H6: *Green recruitment* has a positive and significant effect on employee performance through *organization citizenship behavior for the environment* (OCBE).

7) Relationship of Green Training to Employee Performance through OCBE

Previous research on the effect of *green training* on employee performance through OCBE conducted by Sakher (2017) that OCBE fully mediated the relationship between *green training* and performance.

H7: *Green training* has a positive and significant effect on employee performance through *organization citizenship behavior for the environment* (OCBE).

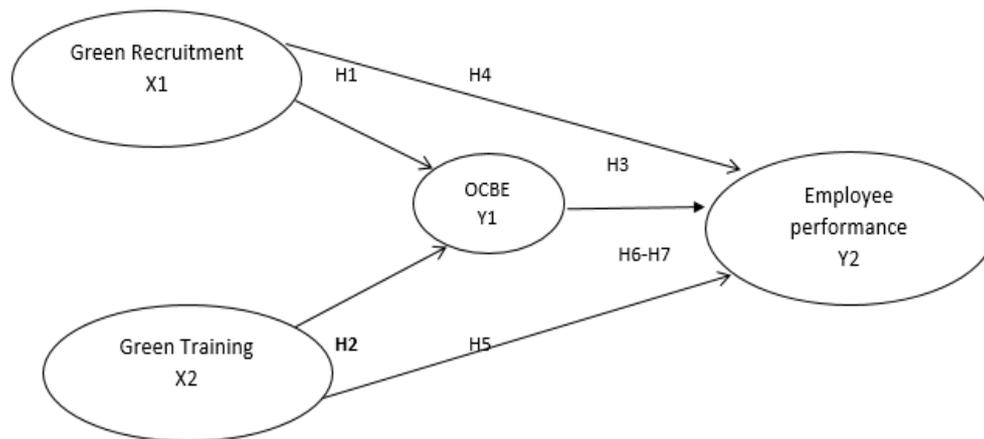


Figure 2. Research Thinking Framework
Source: Author's Processed Data (2019)

RESEARCH METHODS

Research Design

This research using quantitative methods by primary data in the surveys form. AThe research method is the associative explanatory level method used to determine the independent variable regression (X), with the dependent variable (Y), is called regression research that aims to find the presence or absence of influence between variables, and if there is how much influence and means whether or not the influence.

Data Collection Method

The independent variables in this study are Green Recruitment and Green Training, the dependent variable is Employee Performance while the mediating variable is OCBE. The primary data in this study is the distributing result questionnaires to selected samples using a simple random sampling technique using a Likert scale. Secondary data in this study is in the form of employee performance evaluation report data for 2016-2018 issued by PT TRU personnel.

Population and Sampling Method

Population in this study were PT TRU employees . This research uses probability sampling technique withmethod simple random sampling. The sample collection technique used in this study is the Rao Purba formula, namely:

$$n = \frac{Z^2}{4(\text{MOE})^2}$$

Then the samples in this study were 96,6 samples rounded up to 100 samples.

Data Analysis Techniques

This study uses components or variance Based Structural Equation to analyze data processing uses the Partial Least Square (smart – PLS) program. PLS is an alternative model of covariance-paradictive analysis in situations of high complexity and low theoretical support. There are two models in PLS Path modeling, they are Outer Model and Inner Model.

FINDINGS AND DISCUSSION

**Evaluation of Outer Model
Convergent Validity**

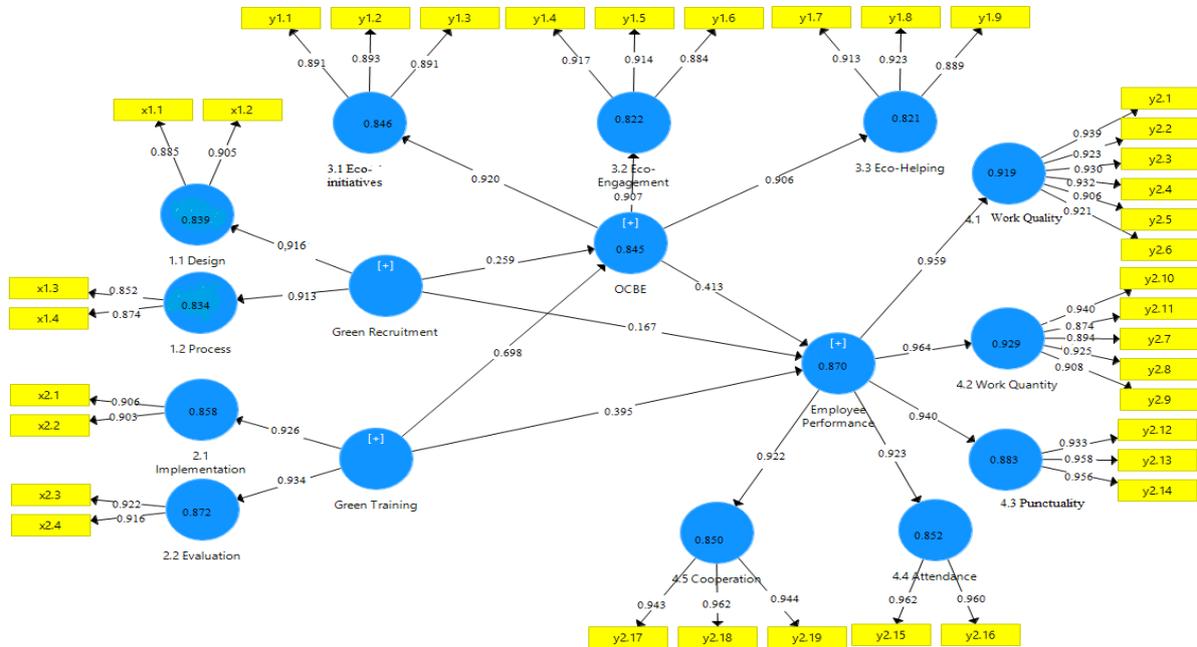


Figure 3. Convergent Validity
Using *SmartPLS 3.2.8*

Convergent Validity is a factor loading value on latent variables with the indicators. said to be valid if the loading factor > 0.7. Based on the measurement model above, all indicators have a loading factor greater than 0.7 so that it is declared significant.

Average Variance Extracted (AVE)

Value AVE used to measure the amount of variance that can be captured by the construct compared to the variance caused by measurement errors. Terms of AVE value > 0.50.

Table 1. Testing AVE

Variable	Dimension	AVE Value	AVE Value
<i>Green Recruitment (X₁)</i>	1.1 Design Work	0.802	0.646
	1.2 Recruitment Process	0.744	
<i>Green Training (X₂)</i>	2.1 Implementation	0.818	0.719
	2.2 Evaluation	0.844	
OCBE (Y ₁)	3.1 <i>Eco-Initiatives</i>	0.795	0.674
	3.2 <i>Eco-Civic-Engagement</i>	0.820	
	3.3 <i>Eco-Helping</i>	0.825	
Employee Performance (Y ₂)	4.1 Work Quality	0.856	0.780
	4.2 Work Quantity	0.825	
	4.3 Punctuality	0.901	
	4.4 Attendance	0.924	
	4.5 Cooperation Capability	0.902	

Source: Results of analysis using *SmartPLS 3.2.8*

Based on the table above, all variables having value AVE > 0.50 so each indicator has been able to reflect each of its variables validly.

Cronbach's Alpha and Composite Reliability

Having high reliability Data if the Cronbach's Alpha value > 0.6 and Composite Reliability value > 0.7 (Imam Ghozali, 2014).

Table 2. Cronbach's Alpha and Composite Reliability

Variable	Composite Reliability	Requirements	Cronbach's Alpha	Requirements	Specification
<i>Green Recruitment (X₁)</i>	0.879	> 0,7	0.816	> 0,6	Reliable
<i>Green Training (X₂)</i>	0.911	> 0,7	0.869	> 0,6	Reliable
OCBE (Y ₁)	0.949	> 0,7	0.939	> 0,6	Reliable
Employee Performance (Y ₂)	0.985	> 0,7	0.984	> 0,6	Reliable

Source: Results of analysis using *SmartPLS 3.2.8*

Evaluation of Inner Model

Inner model is a test of the type and magnitude of influence of the independent latent variable on the dependent latent variable.

Table 3. The value of R Square (R²) of Research Model

Construct	R Square	R Square Adjusted
OCBE	0846	0843
Employee Performance	0872	0868

Source: Result of analysis using *SmartPLS 3.2.8*

Seen in the relationship table between constructs based on *R-square Adjusted* values can be explained that the OCBE variable is 0.843, this shows that 84.3% of the OCBE variable can be influenced by the variables *Green Recruitment* and *Green Training*, while the remaining 15.7% is influenced by other variables outside the study. Whereas the relationship between constructs is based on *R-square Adjusted* values can be explained that the Employee Performance variable is 0.868, this shows that 86.8% Employee Performance variable can be influenced by the variables *Green Recruitment*, *Green Training*, and OCBE variables, while the remaining 13.2% is influenced by other variables outside the study.

Research Hypothesis Testing

Table 4. Path Coefficient, t-Statistics, and P-Values Value

Relationship between	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Direct Effects				
- <i>Green Recruitment</i> -> OCBE	0.263	3.492	0.001	Significantly Positive Influence
- <i>Green Training</i> -> OCBE	0.694	9.748	0.000	Significantly Positive Influence
- <i>Green Recruitment</i> -> Employee Performance	0.169	2.220	0.027	Significantly Positive Influence
- <i>Green Training</i> -> Employee Performance	0.390	3.291	0.001	Significantly Positive Influence
- OCBE -> Employee Performance	0.418	3.558	0.000	Significantly Positive Influence
Indirect Effects				
- <i>Green Recruitment</i> -> OCBE -> Employee Performance	0.110	2.483	0.013	Significantly Positive Influence
- <i>Green Training</i> -> OCBE -> Employee Performance	0.290	3.274	0.001	Significantly Positive Influence

Source: Results of analysis using *SmartPLS 3.2.8*

Hypothesis Testing in this study are as follows:

1) **Green Recruitment has positive significant effect on OCBE**

From observations at PT TRU, employees have the drive and awareness to maintain a higher work environment and take concrete actions in environmental management such as making reports via email thereby reducing paper usage. Therefore Hypothesis₁ in this study which states that "*Green Recruitment* (X_1) has a significant effect on OCBE (Y_1)" is **accepted**.

2) **Green Training has positive significant effect on OCBE**

The process *Green Training* carried out at PT TRU has been running optimally and structured. The training provided by the company is training *e-learning*. *E-learning* is internet based learning where employees participate in multimedia simulations or other interactive modules. Therefore Hypothesis H₂ in this study which states that "*Green Training* (X_2) has a significant effect on OCBE (Y_1)" is **accepted**.

3) OCBE has positive significant effect on Employee Performance

In this organization are also applied *change agents* in each department where designated employees are tasked with motivating other employees to care for the environment. Thus, good habits of employees with environmental awareness will improve the quality of employee performance. Therefore hypothesis H₃ in this study which states that "OCBE (Y₁) has a significant effect on Employee Performance (Y₂)" is **accepted**.

4) Green Recruitment has positive significant effect on Employee Performance

The knowledge and competencies of employees is needed by the company to know the employees extent can work optimally and contribute in accordance with what the company wants. If employees already work in accordance with competencies, employees will like their work and will improve the work of higher quality that can improve employee performance. Therefore hypothesis H₄ in this study which states that *Green Recruitment* (X₁) a significant effect on employee performance (Y₂)" is **accepted**.

5) Green Training has positive significant effect on Employee Performance

With the trained employees presence, it will produce good productivity. The training model provided at PT TRU is in the *e-learning* website based form that facilitates participant access as well as the development of sustainable programs in the future. Website based *e-learning* media are considered effective enough to deliver online training and tests resulting in an increase in employee performance. Therefore Hypothesis 5 in this study which states that "*Green Training* (Y₁) has a significant effect on Employee Performance (Y₂) is **accepted**.

6) Green Recruitment has positive significant effect on Employee Performance through the OCBE variable

Based on the observation that *Green Recruitment* has been carried out by PT. TRU has used an online process that will affect the *Organization Citizenship Behavior for Environment* in which employees will have voluntary behavior towards the environment so that it can improve the employees performance at PT. TRU. Therefore Hypothesis H₆ in this study which states that "*Green Recruitment* (X₁) a significant effect on employee performance (Y₂) through OCBE variable (Y₁)" is **accepted**.

7) Green Training has positive significant effect on Employee Performance through the OCBE variable

Based on the observation that *Green Training* that has been carried out by PT. TRU has used the *e-learning* process which affect the *Organization Citizenship Behavior for Environment* where employees have voluntary behavior towards the environment so that it can improve the employees performance at PT. TRU. Therefore hypothesis H₇ in this study which states that "*Green Training* (X₂) significantly affects employee performance (Y₂) through OCBE (Y₁)" is **accepted**.

Mediation Effect Test

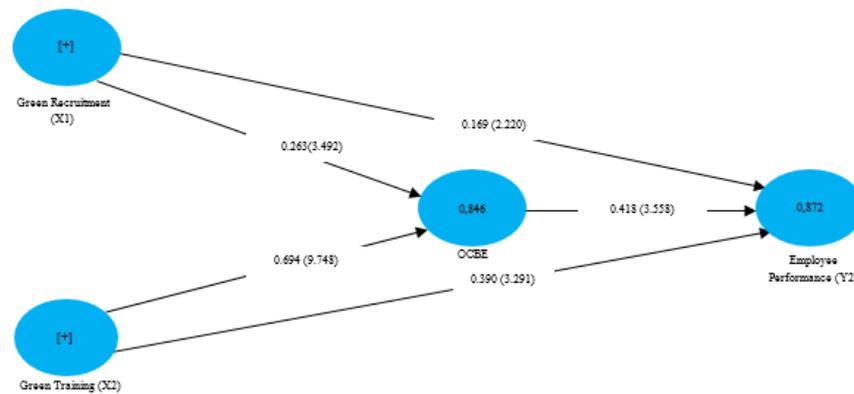


Figure 4. Testing Indirect Effect with Smart PLS

If the indirect coefficient value is greater than the direct coefficient value², it mediates, so that H₆: *Green Recruitment* has a positive and significant effect on Employee Performance through OCBE (accepted) and H₇: *Green Training* has a positive and significant effect on Employee Performance through OCBE (accepted)

CONCLUSION AND SUGESTION

Conclusion

Based on the discussion regarding the Effect of Green Recruitment, and Green Training, on OCBE, and Employee Performance at PT TRU the following conclusions are:

- 1) Green recruitment, green training, and Organization Citizenship for Behavior (OCBE) positive and significant effect on employee performance.
- 2) Green recruitment and green training have a positive and significant effect on employee performance through the Organization Citizenship for Behavior (OCBE).

Suggestions

- 1) The recruitment process can be done by online facilitate of HR management in recruiting employees who have knowledge of managing the environment. Employees who have knowledge about the environment will want to actively participate in activities organized by the company to manage the environment.
- 2) Good HR management on employee recruitment process creates a job description for candidates who have knowledge in managing the environment to obtain a quality workforce that suits what organization needed.
- 3) HR Management conducts capacity building in training form on environmental management which can improve employees knowledge and skills in managing the environment.
- 4) HR management is increasing training on environmental management and evaluating the training that has been done. And there is motivation from management to attend training that has a positive impact on the organization. Training can be done with e-learning methods where employees participate in multimedia simulations or other interactive modules. Training can improve the quality of employee work.

- 5) HR management should internalize through a coaching program to each unit regarding the importance of managing the environment. This activity can make employees become aware of the environment and employee collaboration will be created to protect the environment. HR management can also hold various activities where all employees are involved in environmental management activities. Activities undertaken can be in the form of CSR to the environment that can enhance the company's image.

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