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The Sustainable Business Performance in Construction Industry in Brunei Darussalam

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Abstract: This study analyses the influence of Green HR Practices, Green Employee Behaviour, and Management Information Systems on Sustainable Business Performance in the construction industry. The research focuses on human resources within construction companies in Brunei, examining professionals in managerial and supervisory roles. A quantitative approach is employed, utilizing probability sampling techniques and a Likert-scale-based questionnaire to collect data. Structural Equation Modelling (SEM) using Smarts is applied for data analysis. The findings indicate that Green HR Practices have a significant direct influence on Sustainable Business Performance. Green Employee Behaviour demonstrates a moderate influence, while Management Information Systems play a supporting role in enhancing sustainable outcomes. The study emphasizes the critical role of Green HR Practices as a driver for achieving sustainability in the construction sector, highlighting their potential to foster employee engagement and organizational performance.

Keyword: Green HR Practices, Green Employee Behaviour, Management Information Systems, Sustainable Business Performance, Construction Industry, Brunei.

INTRODUCTION

The construction industry is one of the most important sources of the GDP in Asia. Yet, resource depletion, waste generation, greenhouse gas emissions make it also an enormous environmental burden. As urbanization is increasing at an accelerated rate in Asia, the need for sustainable construction practice has never been more critical. As these challenges are faced, many Asian nations have outlined policies and frameworks towards sustainable building practices and to support business performance in the sector as a whole. For example, the Asian Development Bank (2021) points out that investors need sustainable infrastructure for economic growth with least environmental damage.

However, in recent years, discovered countries like China, Japan, and South Korea became leaders in sustainable construction by implementing eco friendly materials, energy efficient designs and advanced construction technologies. Relatively speaking, it's a rather recent development; china's 'green building action plan' intends to boost the number of green buildings in the urban areas by 2025, that is, to cater to both environmental issues and the

urgency of its sustainable economic development (Ministry of Housing and Urban-Rural Development of China, 2019). In a similar way, Japan uses "CASBEE" (Comprehensive Assessment System for Built Environment Efficiency) rating system for environmental building appraisal for developers (Japan Green Building Council, 2020). That is, many Japanese construction firms have increased their market competitiveness and customer satisfaction through adoption of sustainable practices (Matsumoto et al., 2021).

Similar to the case in South Korea, the government introduced what has been known as the Green Growth Strategy of which sustainable construction is considered a critical factor towards development. This strategy encourages the application of Green Building materials, energy efficient building designs and installation of renewable energy systems in buildings. According to a report by Korean Ministry of Land, Infrastructure, and Transport in 2021 it shows that green buildings in South Korea can save up to 30% of energy usage that amount to huge benefits to the green building developers or homeowners. Other than stabilising the environmental erosion, this effort also contributes to strengthening the economically sustainable solutions in constructing projects.

The level of sustainable construction varies all over the South East Asia since the commitment of each country also differs. Singapore for instance has aimed to make all buildings green buildings through its Green Mark Scheme while Indonesia and Vietnam have struggled to adopt sustainability because of economic impediments and regulatory frameworks hurdle (Nugroho & Adnan, 2020). This state of affairs emphasizes the imperative of addressing the challenges and finding the suitable strategies of creating a sustainable development of businesses in the construction sector in view of country-specific conditions and opportunities.

As shown in this paper, the construction industry in Brunei is gradually following the general trends on the region's level due to the peculiarities of the country's socio-economic situation and sustainability-oriented strategies. Brunei has set its agenda for the future in the "Brunei Vision 2035", where sustainability both for the economy and the land is at the forefront of the countrys development plan. When adopting the Green Human Resource Practices and promoting Employee Green Behavior, Brunei aims at enhancing the sustainable business performance in construction sector that has been defined as environmentally sustainable and economically feasible. According to the World Green Building Council (2019), there is a need to match regional performance standards for the improvement of Brunei's competitiveness within the international construction sector.

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Since the construction industry has passed through the growth stage and is now in the mature stage with Asia as the potential market, it established in the following way: Over the last ten years, many Asian countries have realized the need to adopt environmentally responsive approaches in an effort to reduce adverse effects of construction business to the environment as well as boosting their economic returns. For instance, as the largest construction market in the world, China has introduced and launched several policies to advance green buildings as follows Policy for green construction: Green Building Action Plan which promises to ensure green buildings constitute 30% of new urban constructions by the year 2025 (Ministry of Housing and Urban-Rural Development of China, 2019).

In Japan more and more constructions are undertaken bear implementing the concepts of sustainable construction and even after the Fukushima disasater the need for sustainable construction designs became of paramount importance. Since then, the Japanese government has opted for the use of the CASBEE (Comprehensive Assessment System for Built Environment Efficiency) tool to urge developers involved in construction projects to evaluate their buildings' environmental impact (Japan Green Building Council, 2020). Therefore, Japanese construction companies' implementation of sustainable measures has been effective in enhancing the construction industry's market competitiveness and customer satisfaction, establishing sustainable practices as clear drivers of general business performance (Matsumoto et al., 2021).

Likewise, in South Korea the government has come up with what is known as the "Green Growth Strategy" that includes eco-friendly building as a crucial part of the nation's framework. The strategy supports the integration of environment-friendly products, energy saving measures, and renewable energy sources in building construction. According to the Korean Ministry of Land, Infrastructure, and Transport (2021), green buildings in the country use even 30% less energy than normal buildings, which means huge savings for developers as well as occupants of the buildings. That not only serves a mission to increase environmental awareness but also helps to improve financial sustainability in construction industry.

Mixed picture of sustainable construction practices in Southeast Asia is presented. Singapore has developed a 'Green Mark Scheme' to promote environmentally sustainable urban development and encourages buildings to meet specified environmental performance standards. This consequently draws Singapore 80% of new buildings being certified green by 2030, positively creates on sustainable business performance in the construction sector (Building and Construction Authority, 2020). Yet, in Indonesia and Vietnam, yet, as construction industries are still developing, the challenge of integrating sustainability remains, as the urgency for the short-term economic gains outpaces the sustainability issues over the long term (Nugroho & Adnan, 2020).

This eco-friendly air, is supporting sustainable practices within the nation's construction industry that is starting to mimic broader Asian trends in Brunei. The "Brunei Vision 2035" guaranteed by the Brunei government obligated itself to develop such while green construction and energy efficiency are emphasized. Brunei is going through the process of developing its infrastructure, which has resulted in growing awareness of the need to play to Islamic principles, namely to be aligned with regional sustainability benchmarks in the form of Green Human Resource Practices and Employee Green Behavior, to improve overall business

performance in the construction sector. Being economically aligned with Brunei's objectives, it also aligns with the country's environmental objectives in order to ensure a sustainable future.

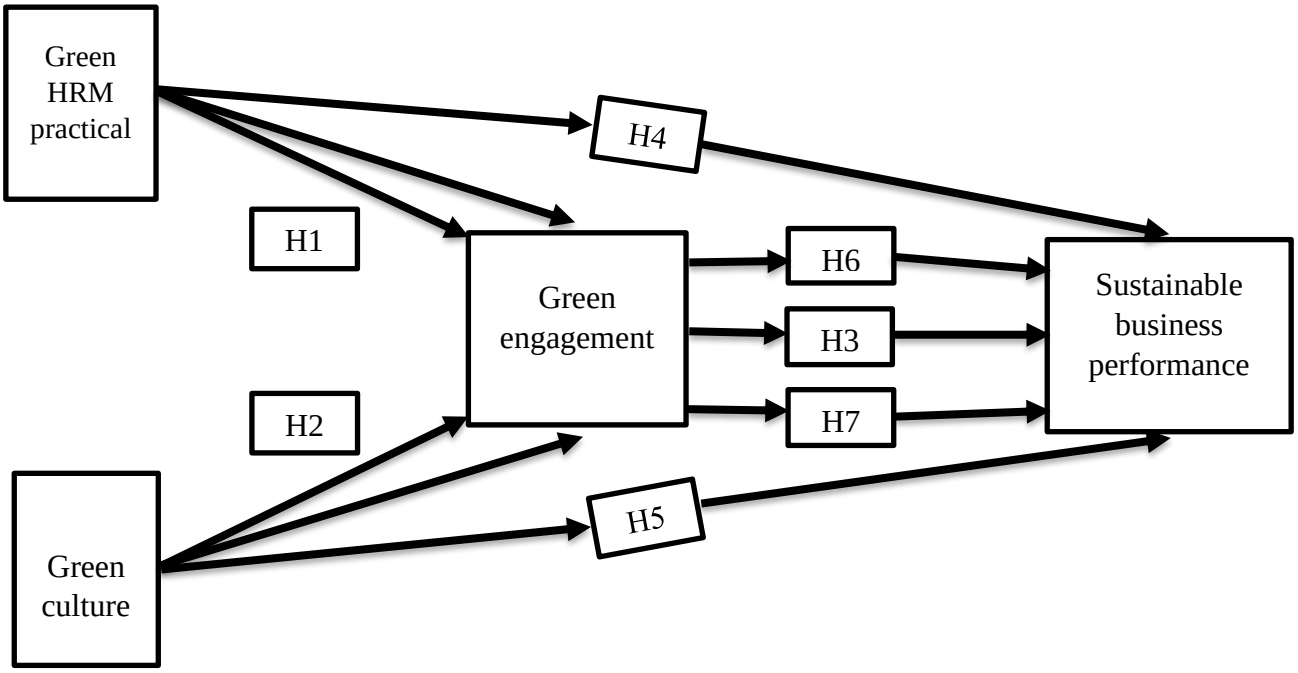

Figure 1. Conceptual Framework

METHOD

This researcher uses a quantitative approach. Quantitative method is a method in which we find the knowledge from the data which is represented numerically and provides a means to analyze information related to the phenomena of interest. Research conducted by using quantitative approach is carried out by using number data or qualitative data that be numerated, as according to Sugiyono (2014). Causal studies are also a scientific method of testing hypotheses concerning whether or a set of independent variables in influence dependent or mediating variables (Sekaran & Bougie, 2016).

In this research, the variables include three independent variables: Employee Green Behavior, Management Information Systems, and Green Human Resource Practices. Green Human Resource Practices are the mediating variable, while Sustainable Organizational Performance is the dependent variable. For this research, the data source is derived through questionnaire. A questionnaire is a list of written questions the respondent selects from clearly defined alternatives through Google Forms given to the participants, as stated by Sekaran & Bougie (2016).

According to Sugiyono (2014), a variable is any element determined by the author that will be studied to obtain information about a phenomenon, allowing for conclusions based on the results. In this research, there are three types of variables, including:

Dependent Variable

One or more independent variables affect the dependent variable, or outcome variable. In this study the dependent variable is Sustainable Organizational Performance within the construction industry. This explores how construction firms can enhance sustainability by promoting the behavior of their human resources in accordance to sustainable goals.

Mediating Variable

A research model connects independent and dependent variables through mediating variables. The mediating variable that was examined here was what purpose does this mediating variable play in considering this relationship between independent variables and dependent variables. This research studies the mediating role of Employee Green.

RESULTS AND DISCUSSION

Based on the results of research conducted on 83 respondents, namely employees of BHUIYAN SDN BHD, then you can get a general idea of the characteristics of respondents based on gender, age and current position.

Tabel 1. Characteristics of Respondents Based on Gender

Gender	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Male	47	56.6	56.6	56.6
Female	36	43.4	43.4	100.0
Total	**83**	**100**	**100**	

Based on the results of data processing in Table 1 above, it shows that of the 83 respondents, 47 respondents or 56.6% were male, while the remaining 36 respondents or 43.4% were female. Based on the data table above, it can be seen that the majority of employees who Brunei Darussalam construction company male.

Table 2. Characteristics of Respondents Based on Current Age

Age Group	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
<25 years	10	12	12	12
25–30 years	28	33.7	33.7	45.8
30–35 years	22	26.5	26.5	72.3
>35 years	23	27.7	27.7	100
Total	**83**	**100**	**100**	

Based on the results of data processing in Table 2 above, it shows that out of 83 respondents, 10 respondents or 12% were aged under 25 years, 28 respondents or 33.7% were between 25–30 years, 22 respondents or 26.5% were between 30–35 years, and the remaining 23 respondents or 27.7% were above 35 years. From the data, it can be seen that the majority of respondents were in the 25–30 years age group. It can be concluded that the average employee of Brunei Darussalam construction company is working in productive age.

Table 3. Characteristics of Respondents Based on Position

Job Category	Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent (%)
Supervisor (all variants)	44	53	53	53
Site-related roles	10	12	12	65
Manager/Director/Owner	8	9.6	9.6	74.6
Engineer (Project/Site)	3	3.6	3.6	78.2
Student	3	3.6	3.6	81.8
Pharmacist	2	2.4	2.4	84.2
Coordinator	3	3.6	3.6	87.8
Admin/Account/HR	2	2.4	2.4	90.2
Education/Teacher	2	2.4	2.4	92.6
Other (unemployed, etc.)	6	7.2	7.2	100
Total	**83**	**100**	**100**	**100**

Based on the data in Table 3 above, the majority of respondents work as Supervisors, totaling 44 people or 53.0%. This is followed by site-related roles such as site engineers, site

inspectors, and site operators, which make up 12.0% of the respondents. Managerial-level respondents including managers, directors, and owners make up 9.6%, while other occupations are more varied, including engineers, students, pharmacists, coordinators, and administrative positions.

Test Results Convergent Validity

Table 4. test results convergent validity

Construct	Indicator	Outer Loading	Status
Green Human Resource Practices	GHRP1	0.687	Valid
	GHRP2	0.822	Valid
	GHRP3	0.707	Valid
	GHRP4	0.610	Valid
	GHRP5	0.738	Valid
	GHRP6	0.672	Valid
Green Culture	GC1	0.752	Valid
	GC2	0.841	Valid
	GC3	0.724	Valid
	GC4	0.698	Valid
Green Engagement	GE1	0.870	Valid
	GE2	0.699	Valid
	GE3	0.832	Valid
	GE4	0.831	Valid
Sustainable Business Performance	SOP1	0.767	Valid
	SOP2	0.682	Valid
	SOP3	0.746	Valid
	SOP4	0.690	Valid
	SOP5	0.777	Valid
	SOP6	0.827	Valid
	SOP7	0.757	Valid
	SOP8	0.611	Valid

Test Results Discriminant Validity

Table 5. Test Results Discriminant Validity (Cross loadings)

	Green Culture	Green Engagement	Green HRM Practices	Sustainable Business Performance
GC1	-0.752	-0.509	-0.621	-0.468
GC2	0.841	0.662	0.559	0.630
GC3	0.724	0.538	0.530	0.583
GC4	-0.698	-0.524	-0.593	-0.374
GE1	0.636	0.870	0.628	0.571
GE2	-0.614	-0.699	-0.642	-0.390
GE3	0.567	0.832	0.690	0.601
GE4	0.603	0.831	0.667	0.659
GHRMP1	0.555	0.645	0.687	0.648
GHRMP2	0.518	0.626	0.822	0.659
GHRMP3	-0.418	-0.452	-0.707	-0.358
GHRMP4	-0.461	-0.464	-0.610	-0.345
GHRMP5	0.547	0.648	0.738	0.543
GHRMP6	-0.709	-0.543	-0.672	-0.358
SOP1	0.580	0.528	0.614	0.755
SOP2	0.406	0.405	0.383	0.682
SOP3	0.465	0.527	0.558	0.746
SOP4	0.352	0.453	0.440	0.690
SOP5	0.530	0.507	0.522	0.777

	Green Culture	Green Engagement	Green HRM Practices	Sustainable Business Performance
SOP6	0.596	0.548	0.534	0.827

From Table 5 it can be seen that the construct correlation Green human resource practices with the indicators (GHRP1 of 0.687,GHRP2 of 0.822, GHRP3 of 0.707, GHRP4 of 0.610, GHRP5 of 0.738, GHRP6 and 0.672) higher than the indicator correlation Green human resource with other constructs, then construct correlation *Green Culture* with the indicators (GC1 of 0.752, GC2 of 0.841, GC3 of 0.724, GC4 of 0.698) this proves that the indicators are higher than the indicator correlation *Green Culture* with other constructs, then construct correlation *Green Engagement* with the indicators (GE1 of 0.870, GE2 of 0.699, GE3 of 0.832, GE4 and 0.831) this means that the indicators are higher than the indicator correlation *Green Engagement* with other constructs. Likewise, construct correlation *Sustainable business Performance* with the indicators (SOP1 amounted to 0.767, SOP2 amounted to 0.682, SOP3 amounted to 0.746, SOP4 amounted to 0.690, SOP5 amounted to 0.777, SOP6 amounted to 0.827, SOP7 amounted to 0.757, and SOP8 is 0.611) this means the indicator is higher than the indicator correlation *Sustainable business Performance* with other constructs.

Another method of viewing discriminant validity is to look at value square root of average variance extracted (AVE) for each construct with a correlation between the construct and other constructs in the model, it can be said to have value discriminant validity which is good.

Table 6. AVE Test Results

	Variable AVE
Green Engagement	0.571
Green Engagement	0.657
Green HRM Practices	0.503
Sustainable Business Performance	0.538

Table 7. Test Results Discriminant Validity (Fornell Lacker Criterium)

Variable	Green Culture	Green Engagement	Green HRM Practices	Sustainable Business Performance
Green Culture	0.756			
Green Engagement	0.744	0.71		
Green HRM Practices	0.753	0.732	0.709	
Sustainable Business Performance	0.693	0.693	0.717	0.733

From Tables 6 and 7 it can be concluded that the square root of average *variance extracted* (#���) for each construct is greater than the correlation between one construct and other constructs in the model. Based on the table above, the AVE value can be concluded that the construct in the estimated model meets the criteria *discriminant validity*.

Table 8. Test Results *Composite Reliability* & *Cronbach's Alpha*

Variable	Cronbach *Alpha's*	*COMPOSITE*	Reliability Information
Green Culture	0.876	0.887	Reliable
Green Engagement	0.282	0.831	Reliable
Green HRM Practices	0.050	0.817	Reliable
Sustainable Business Performance	0.052	0.765	Reliable

Based on Table 8, the test results composite reliability And cronbach's alpha shows a satisfactory value, because all latent variables has value composite reliability And cronbach's alpha ≥ 0.70. This means that all latent variables are said to be reliable.

Table 9. Value ⬚⬚ Endogenous Variables

Variabel	R-square	R-square adjusted
Green Engagement	0.697	0.690
Sustainable Business Performance	0.582	0.566

CONCLUSION

This research examined the relationships among Green Human Resource Management (GHRM) Practices, Green Culture, Green Engagement, and Sustainable Business Performance in Bhuiyan Sdn Bhd, Brunei Darussalam. The findings demonstrate that Green Culture significantly enhances both employee engagement in sustainable initiatives and overall business performance. When environmental values and norms are embedded in the organization, employees are more motivated to adopt eco-friendly behaviors, leading to measurable improvements in sustainability outcomes such as energy conservation, waste reduction, and operational efficiency. Similarly, Green Engagement has a direct positive impact on Sustainable Business Performance, as committed employees contribute to cost savings, compliance with regulations, and enhanced corporate reputation.

Green Human Resource Practices were also found to be a critical driver, positively influencing both Green Engagement and Sustainable Business Performance. By integrating sustainability into HR functions—such as recruitment, training, evaluation, and rewards—the company is able to build a workforce that is environmentally aware, motivated, and aligned with long-term sustainability goals. Furthermore, mediation analysis confirmed that both Green Culture and GHRM Practices improve business performance not only directly but also indirectly through Green Engagement. This means that when employees are actively engaged in sustainability practices, the impact of culture and HR policies on organizational outcomes becomes even stronger.

Overall, the study highlights the strategic importance of promoting a green organizational culture and embedding sustainability in HR practices. Together, these factors drive employee engagement, which ultimately leads to enhanced Sustainable Business Performance. For Bhuiyan Sdn Bhd, this implies that investing in green values and workforce development not only supports Brunei's national vision for sustainable development but also ensures long-term business competitiveness, efficiency, and resilience.

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