The influence of organizational environmental culture on employee performance mediated by green human resource management (GHRM) and job satisfaction

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ARTICLE INFO

Article history:

Received 04 January 2022

Received in rev. form 29 Jan. 2022

Accepted 05 February 2022

Keywords:

Green Recruitment, Green Training,
Green Compensation and Rewards
Performance Appraisal, Green Human
Resource Management

JEL Classification:

M14, M12

ABSTRACT

This study aims to examine and analyze the influence of organizational environmental culture on employee performance mediated by Green Human Resources Management (GHRM) practice and job satisfaction. This study uses census sampling with 89 respondents taken from the employees of PT Bank KB Bukopin in Yogyakarta. The data analysis used in this study is Structural Equation Model (SEM) method using Partial Least Square (PLS) with SmartPLS 3.0 software. There are 6 hypotheses tested in this study for each construct and correlation, and the results indicate that all hypotheses are accepted. The results are: (1) Organizational Environmental Culture has a positive influence on GHRM practice in Bank KB Bukopin in Yogyakarta, (2) Organizational Environmental Culture has a positive influence on Job Satisfaction in Bank KB Bukopin in Yogyakarta, (3) GHRM practice has a positive influence on Employee Performance in Bank KB Bukopin in Yogyakarta, (4) Job Satisfaction has a positive influence on Employee Performance in Bank KB Bukopin in Yogyakarta, (5) Organizational Environmental Culture has a positive influence on Employee Performance mediated by GHRM practices, and (6) Organizational Environmental Culture has a positive influence on Employee Performance mediated by Job Satisfaction.

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Introduction

Human resource management is one of the most important aspects in business management, which can increase the economy, technology, socio culture, and environment of the firm through innovative approach. The demands from economy, globalization, diversity, and technology have driven firms to carry out various development in the human resource management field (Čech et al., 2016). Aside from the demands from economy, globalization, diversity, and technology, other demands in the form of regulation and awareness regarding the environment has driven the management development in the HRM field. The regulation and awareness of environmental sustainability raise the idea of green human resource management (GHRM) in the business (Qureshia et al., 2020).

GHRM practice offers a practical way for the organization to develop human resources that can enhance environmental performance and firm's sustainability development. GHRM refers to the HR aspects of environmental management, and it is defined as HR activity that has positive environmental outcomes. GHRM practice can be categorized in three main activities, namely green employee ability development, green employee motivation, and green employee opportunities (Roscoe et al., 2019). In increasing employee green performance, firms involve the integration of positive environmental thoughts using HR activities such as recruitment, selection, training, development, and leadership (Pellegrini et al., 2018). After being recruited and trained, employees will still be motivated

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<http://dx.doi.org/10.36096/ijbes.v4i1.302>

Citation: Hastuti, D. T., & Muafi, M. (2022). The influence of organizational environmental culture on employee performance mediated by green human resource management (GHRM) and job satisfaction. *International Journal of Business Ecosystem & Strategy* (2687-2293), 4(1), 24–36.

because of the existence of performance appraisal and reward system that are focused to provide opportunities for increasing employee performance (Pellegrini et al., 2018).

The increase of GHRM in a firm can be realized through organizational environmental culture. Organizational culture is the values, beliefs, and behavior of the employees in the organization. In particular, values represent the way individual think about what is right and what should be done according to the ethical code (Holt & Anthony, 2000). Beliefs is defined as the way individual view things as right or wrong. Behavior is the actual activity carried out by individual according to their values and beliefs. The integration of values, beliefs, and behavior forms the organizational philosophy or ideology that can be used as a guidance to face different circumstances in the organization. Therefore, employee behavior strongly reflects organizational ideology, and over time, the behavior changes into habit, and form an organizational culture (Shafaei et al., 2020). Organizational culture can become a strategic asset for the organization since it increases the ability to adapt and the fit between organization and its environment. Employee will continue to interpret the aspects of their work environment as well as the implementation of organizational culture. In the midst of all this, there are rituals, group norms, thinking habits, and values, which currently are associated to environmental concern (Aktas et al., 2011). Organization must form a culture that is fit to the green behavior of their employee. This culture will indirectly regulate all activities and habits in the organization (Zulkarnaen et al., 2020). Aside from organizational culture, the work environment must also be considered by organization. Jayaweera (2015) found that work environment can predict job satisfaction.

A person who is satisfied with his job will have high motivation, commitment to the firms, and strong work participation, which will eventually increase his performance. If job satisfaction is not maintained, it may cause lack of involvement and responsibility of employees toward the firm (Hardiyono et al., 2017), Handoko (2012) revealed that job satisfaction is a pleasant or unpleasant emotional state showed by employees in viewing their work. Job satisfaction reflects a person's feelings toward his job. Job satisfaction shows a positive attitude of employees toward his job and everything related to the work environment.

The practice of organizational environmental culture will be able to form the GHRM practice and organizational job satisfaction; thus, it will ultimately improve employee performance (Shafaei et al., 2020). Employee capabilities are reflected in their performance. Good employee performance can lead to optimal performance, and it is the capital for the firms to achieve its goals, thus it becomes a concern for leaders. The quality of HR in the organization is closely related to their performance. The term employee performance is always correlated with output, efficiency, and effectiveness. High performance and work ethic are often associated with productivity (Paramita et al., 2020).

The relationship between organizational environmental culture, GHRM practice, job satisfaction, and performance has not been widely studied, especially in Indonesian financial institutions. Financial institution plays a role to accelerate economic growth, business, and promote business competition. In this regard, financial institutions must be more responsive to sustainability and continue to grow in encouraging economic activity as they face challenges which create competition between institutions. This situation will indirectly drive firms to survive in the midst of competition, and continue to strive to become a leading financial institution.

Literature Review

Theoretical and Conceptual Background

Organizational Environmental Culture

Organizational culture is becoming increasingly important and it has been proven to be one of the important elements for firm performance and strategic competitive advantage through increasing adaptability to suit the environment, guiding procedures, providing solutions for existing problems, and facilitating goals achievement. Due to its socially complex nature, organizational culture is difficult to imitate, thereby increasing the competitiveness of the firm (Küçükoglu & Pınar, 2015). Most of the organization are restructuring their culture to accommodate new factors in issues on environment, such as the behavior and attitude related to the environment. A number of scholars have identified theory of reasoned action to build the relationship between intention, attitude, and action based on the purchase of environmentally-friendly product (Liu & Lin, 2020). The measurement of organizational environmental culture according to Shafaei et al. (2020) is environmental issues, continuous environmental improvement, and employee environmental awareness.

Green Human Resources Management (GHRM)

GHRM integrates the initiative and practice of environmentally-friendly HR for the sustainable use of resources that results in more efficiency, reduces the amount of waste, and increases a caring attitude at work (Margaretha & Saragih, 2013). GHRM is the HR implementation and practice for the sustainable use of resources in business organization and promotion of environmental sustainability (Hadjri et al., 2020).

Green Recruitment and Selection (GRS)

Arulrajah et al. (2015) explained that organization can increase their efforts to protect the environment by integrating environmental tasks to the task and responsibility of each employee, and designing new job or position that are more environmentally-conscious. It should be done in order to focus exclusively on the environmental performance aspects of the organization (Opatha, 2013). During

the recruitment and selection, the process must ensure that the selection of candidates who are chosen are the one who is committed to the environment (Jabbour, 2011).

Green Training (GTR)

According to Opatha (2013) and Arulrajah et al. (2015), green training is responsible in creating a culture to foster green organizational practices. This is in accordance with the findings from Sarkis et al. (2010) who stated that employees can drive environmental performance practice through relevant green training. Arulrajah et al. (2015) discussed the value of green training in providing knowledge and ability that is needed for good environmental performance.

Green Compensation (GCO)

Caliaet al. (2009) illustrated that in order to increase the success of reward program that is aimed to motivate employee pro-environmental behavior, rewards should be linked to the results of greening projects within the organization. There are many types of green compensation practices for the acquisition of green skills. Green compensation can be in the form of cash-based rewards (bonuses, cash, premiums), non-cash-based rewards (sabbatical leave, holidays, gifts), recognition-based rewards (awards, appreciation, publicity, external roles, placards), and positive rewards (feedback) (Renwick et al., 2013).

Related theories linking with job satisfaction

Discrepancy Theory measures a person's job satisfaction by calculating the difference between something that should be perceived with the perceived reality. If the satisfaction obtained exceeds what is desired, people will be even more satisfied, thus it can be a positive discrepancy. A person's job satisfaction depends on the difference between something that is considered will be obtained, and what is achieved. *Equity Theory* illustrates that people will feel satisfied or dissatisfied depending on the presence or absence of justice (equity) in a situation, especially in work situation. According to this theory, the main components in the theory of justice are inputs, outcomes, justice, and injustice. Input is the valuable for employees which are considered to support their work, such as education, experience, skills, number of tasks, and equipment used to carry out their work. According to *Two Factor Theory*, job satisfaction and job dissatisfaction are two different things. Satisfaction and dissatisfaction with a job is not a continuous variable. This theory formulates job characteristics into two groups, namely satisfiers (motivators) and dissatisfiers (hygiene).

Empirical Review and Hypothesis Development

The Influence of Organizational Environmental Culture on GHRM Practice in Bank Bukopin in Yogyakarta

GHRM is defined as HR practices focused on environmental sustainability through the creation of green employees who can recognize and rewards the organization's environmental initiatives. It concentrates on green selection and recruitment, green training and development, green performance management appraisal, and green payment and reward systems that expand the HR of organizations (Yusoff et al., 2020). The antecedents of GHRM are considered as proximal contextual signs, which indicate the need, value, and urgency of GHRM practices within the organization. In addition, organizational conditions are an important motivator for practicing pro-environmental activities such as GHRM by the organization (Ren et al., 2018). If an organization values green activities by going beyond the goal of simply making a profit, and looking for ways to minimize the negative and maximize the positive consequences of activities on the environment, it can create a culture that promotes GHRM and related practices. Therefore, organizational environmental culture is able to promote the development of an environment where green activities are highly encouraged, such as green recruitment, green training, green performance appraisal, and green rewards, which are the dimension GHRM. The hypothesis proposed is:

H1: Organizational Environmental Culture has a positive influence on GHRM practices in Bank Bukopin in Yogyakarta.

The Influence of Organizational Environmental Culture on Job Satisfaction in Bank Bukopin in Yogyakarta

The study from Stephen & Stephen (2016) proved that the majority of respondents agree that organizational culture can affect employee performance and level of job satisfaction. It is also found that the type of organizational culture implemented in an organization can determine the level of job satisfaction and employee performance. The study from Zukarnaen et al. (2020) indicate that organizational culture and work environment have a positive relationship with job satisfaction and performance. The study also showed that job satisfaction has a positive and significant influence on performance. There is also a relationship between organizational culture and performance mediated by job satisfaction, and the relationship between work environment and performance, mediated by job satisfaction. The hypothesis proposed is:

H2: Organizational Environmental Culture has a positive influence on Job Satisfaction in Bank Bukopin in Yogyakarta.

The Influence of GHRM Practice on Employee Performance in Bank Bukopin in Yogyakarta

The purpose of GHRM is to value the environmental protection by focusing on activities that reduce negative effects and increase positive effects on the environment. When employees have the environmental awareness to protect the planet and contribute to a healthier, better, and safer environment, they feel that they are contributing something positive to the environment. By emphasizing shared environmental goals and values, GHRM promotes an environment where employees and employers feel that they are doing

something meaningful. This will lead to the development of a sense of meaning through work, which can ultimately result in the performance (Shafaei et al., 2020).

The study from Adriana et al. (2020) proved that the status of GHRM practice such as green recruitment and selection, green training and development, green performance management, green engagement, and green pay and rewards are simultaneously linked to green human behavior of employees, whether on their duty or voluntary in the organization. Employee green behavior is considered to be able to provide enormous benefits and does not damage the environment. The study from Emilisa & Lunarindiah (2020) confirmed that GHRM practice can increase employee organizational commitment, environmentally-friendly behavior, and work performance. The hypothesis proposed is:

H3: GHRM Practice has a positive influence on Employee Performance in Bank Bukopin in Yogyakarta.

The Influence of Job Satisfaction on Employee Performance in Bank Bukopin in Yogyakarta

The study from Paramita et al.(2020) concluded that organizational culture and organizational commitment can simultaneously influence employee performance. Job satisfaction influences the relationship between organizational culture and commitment; and it acts as moderating variable.

Ezeanyim & Ufoaroh (2019) conducted a study and revealed that there is a linear relationship between job satisfaction (job reward/pay, promotion, job safety/security, and working condition) and one of the proxies of employee performance, namely employee work spirit. It is stated that employees feel dissatisfied with the work condition in the organization, which is indicated from their response. The study from Hidayati & Rahmawati (2016) entitled “The Effect On The Job Satisfaction Organization, Performance Of Employees Commitment, And Service Performance” found that job satisfaction has a positive significant influence on organizational commitment, and that job satisfaction does not have significant influence on employee performance. The hypothesis proposed is:

H4: Job Satisfaction has a positive influence on Employee Performance in Bank Bukopin in Yogyakarta.

The Influence of Organizational Environmental Culture on Employee Performance Mediated by GHRM Practice

Dubois & Dubois (2012) conducted a study and stated that organizational culture, structure, leadership, and strategy are important predictors of GHRM. These antecedents of GHRM are considered as proximal contextual signs, which indicate the need, value, and urgency of GHRM practices within the organization. In addition, organizational conditions are an important motivator for practicing pro-environmental activities such as GHRM for organization (Ren et al., 2018). Therefore, organizational environmental culture is highly valued, as it builds an environment that encourage green activities, green recruitment, green training, green performance management, and green rewards, which are the dimensions of GHRM (Amini et al., 2018).

The study from Adriana et al. (2020) proved that the status of GHRM practice such as green recruitment and selection, green training and development, green performance management, green engagement, and green pay and rewards are simultaneously linked to green human behavior of employees, whether on their duty or voluntary in the organization. Employee green behavior is considered to be able to provide enormous benefits and does not damage the environment.

Emilisa & Lunarindiah (2020) found that GHRM can predict employee organizational commitment, environmentally-friendly behavior, and work achievement. The hypothesis proposed is:

H5: Organizational Environmental Culture has a positive influence on Employee Performance mediated by GHRM Practices.

The Influence of Organizational Environmental Culture on Employee Performance Mediated by Job Satisfaction

The study carried out by Zukarnaen et al. (2020) showed that there is a relationship between work environment and performance mediated by job satisfaction. Paramita et al. (2020) concluded that organizational performance and organizational commitment simultaneously influence employee performance. Job satisfaction influences the relationship between organizational culture and commitment; and it acts as moderating variable instead of independent variable.

Ezeanyim & Ufoaroh (2019) revealed that there is a linear relationship between job satisfaction (job reward/pay, promotion, job safety/security, and working condition) and one of the proxies of employee performance, namely employee work spirit. Hidayati & Rahmawati (2016) conducted a study entitled “The Effect On The Job Satisfaction Organization, Performance Of Employees Commitment, And Service Performance” and found that job satisfaction has a positive significant influence on organizational commitment, and that job satisfaction does not have significant influence on employee performance. The hypothesis proposed is:

H6: Organizational Environmental Culture has a positive influence on Employee Performance mediated by Job Satisfaction.

Conceptual Framework

Figure 1: Conceptual Framework

Research and Methodology

The population of this study are both permanent and contract employees of Bank KB Bukopin in Yogyakarta. The total number is 89 employees, with 68 permanent employees and 21 contract employees. In this study, the author uses census sampling technique, which means that the sample is all of the population. The authors distributed the questionnaire to all permanent and contract employees.

The data in this study is collected through distributing questionnaire. The questionnaires are distributed using Google Forms and paper (direct distribution). The number of data obtained are from 80 respondents. The questionnaire used in this study are measured using 4-point Likert scale, which consist of (1) strongly disagree, (2) disagree, (3) agree, and (4) strongly agree.

The hypothesis test is carried out using Structural Equation Modeling with Partial Least Square method by SmartPLS 3.0 software. The SEM-PLS analysis is done to understand the direct and indirect influence of exogenous variable towards the endogenous variable. The hypothesis test is done with error tolerance level of 5% ($\alpha = 0,05$).

Analysis and Findings

Respondents Profile

Table 1: Gender

Gender	f	%
Male	46	51.70%
Female	43	48.30%
Total	89	100%

The results from Table 1 indicate that the majority of respondents are male, namely 46 or 51.7% respondents, while the female respondents are 43 people, or 48.3%. Male employees also have higher mobility compared to woman, thus causing their performance to be high.

Table 2: Age

Respondent's Age	f	%
< 20 years old	1	1,1%
25-35 years old	42	47,20%
36-45 years old	31	34,8%
46-55 years old	15	16,9%
Total	89	100,0%

The results from Table 2 showed that the majority of respondents are 25-35 years old, namely 42 respondents or 47.20%. The respondents with the age of 36-54 years old are 31 respondents, or 34.8%. Finally, respondents who are 46-55 years old are 15 people, or 16.9%, and < 20 years old is 1 respondent, or 1.1%.

Table 3: Education

Level of Education	f	%
Senior High School	9	10,10%
Diploma	8	9%
Bachelor	69	77,5%
Master	3	3,40%
Total	89	100%

The results from Table 3 indicate that the majority of respondents have bachelor degree, which is 69 respondents or 77.5%, followed by senior high school, which is 9 respondents or 10.10%, Diploma, which is 8 respondents or 9%, and have master degree, namely 3 respondents or 3.40%.

Table 4: Employment Status

Employment Status	f	%
Permanent	68	76,4%
Contract	21	23,6%
Total	89	100,0%

The results from Table 4 show that the majority of respondents are permanent employees, which is 68 respondents or 76.4%, while employees with contract employment status are 21 respondents, or 23.6%.

Table 5: Years of Service

Years of Service	f	%
1-6 years	22	24,70%
7-12 years	41	46,1%
13-18 years	8	9%
19-24 years	9	10,10%
>24 years	9	10,10%
Total	89	100,0%

The results from Table 5 showed that the majority of respondents has years of service of 7-12 years, namely 41 respondents or 46.1%, < 5 years are 22 respondents, or 24.70%, 9 respondents or 10.10% have been working for 19-24 and > 24 years, and the last one, 8 respondents or 9% have been working for 13-18 years.

SEM-PLS Analysis

In this study, the model and hypothesis are examined using SEM-PLS analysis. The analysis is divided into two sections, namely outer model and inner model evaluation. The explanation of each model based on the results of analysis that has been carried out are as follows:

Outer Model Evaluation

Outer model, or measurement model, illustrates the relationship between the indicator and its latent variable (exogenous or endogenous). This section consists of validity and reliability test. Further explanation of outer model are shown below (Abdillah & Jogiyanto, 2015).

Convergent Validity

Convergent validity uses the measurement that is related to the principles (manifest variable) of the construct that should be highly correlated. The rule of thumb used to assess convergent validity is the value of loading factor of 0.7 for a study with confirmatory factor analysis, and the loading factor value of 0.6 – 0.7 for a study with exploratory factor analysis, as well as the average variance extracted (AVE) value of > 0.5.

Discriminant Validity

Discriminant validity is used to examine the validity of a research model. Discriminant validity is seen from the value of cross loading which indicate the correlation between constructs and its indicator, and the indicator from other constructs. The standard value used to measure cross loading is that the value must be greater than 0.7, or by comparing the value of square root of AVE of each construct with the correlation between construct and other constructs in the research model. If the square root of AVE value of each construct

is greater than the correlation between construct and other construct in the model, the model has a good discriminant validity. The cross-loading value of each indicator are as presented in Table 6:

Table 6: Cross Loading Value

	Organizational Environmental Culture	Green HRM	Job Satisfaction	Employee Performance
X1.1	0,885	0,366	0,505	0,587
X1.2	0,936	0,392	0,444	0,566
X1.3	0,839	0,544	0,375	0,517
X1.4	0,905	0,435	0,198	0,395
X1.5	0,915	0,580	0,239	0,362
X1.6	0,832	0,346	0,262	0,299
X1.7	0,885	0,466	0,336	0,396
Z1.1	0,493	0,850	0,357	0,411
Z1.2	0,414	0,827	0,339	0,314
Z1.3	0,509	0,848	0,345	0,457
Z1.4	0,587	0,841	0,492	0,399
Z1.5	0,596	0,828	0,412	0,335
Z1.6	0,483	0,751	0,215	0,463
Z1.7	0,411	0,783	0,360	0,400
Z1.8	0,418	0,807	0,357	0,317
Z2.1	0,279	0,384	0,850	0,351
Z2.2	0,197	0,278	0,801	0,386
Z2.3	0,299	0,426	0,842	0,517
Z2.4	0,296	0,290	0,772	0,517
Z2.5	0,296	0,350	0,883	0,529
Z2.6	0,309	0,261	0,892	0,625
Z2.7	0,259	0,193	0,852	0,483
Z2.8	0,307	0,314	0,823	0,351
Z2.9	0,259	0,311	0,879	0,317
Z2.10	0,322	0,279	0,880	0,386
Z2.11	0,502	0,360	0,921	0,517
Z2.12	0,453	0,365	0,818	0,517
Z2.13	0,336	0,229	0,882	0,529
Z2.14	0,460	0,291	0,967	0,625
Z2.15	0,371	0,246	0,956	0,483
Y1.1	0,486	0,511	0,636	0,850
Y1.2	0,424	0,545	0,651	0,801
Y1.3	0,448	0,415	0,446	0,842
Y1.4	0,436	0,403	0,405	0,772
Y1.5	0,548	0,503	0,412	0,883
Y1.6	0,511	0,435	0,186	0,892
Y1.7	0,547	0,440	0,464	0,852

Table indicates that each value of the indicator in each construct is greater compared to other construct, and it is grouped in the construct. Therefore, this study has a good discriminant validity.

Composite Reliability

Besides considering the value of factor loading in the validity test, this study also carried out a reliability test, which is aimed to prove the accuracy of an instrument in measuring a construct. Using SEM-PLS with SmartPLS software, the reliability of a construct can be measured using two ways, namely Cronbach's Alpha and composite reliability. However, the use of Cronbach's Alpha to examine the reliability will result in lower value, thus it is recommended to use composite reliability.

Table 7: Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Environmental Culture	0.998	0.998	0.998
Green HRM	0.929	0.941	0.668
Job Satisfaction	0.998	0.998	0.998
Employee Performance	0.910	0.929	0.652

Based on Table 7, it is known that all construct in this study has Cronbach's Alpha value of ≥ 0.6 and Composite Reliability value of ≥ 0.7 . Therefore, it can be said that all constructs are reliable, or that each construct in the research model has internal consistency in the instrument reliability test.

Inner Model Evaluation

Inner model evaluation is aimed to predict the relationship between variables, or hypothesis testing. The results are seen from the results of determinant coefficient, predictive relevance, goodness of fit, path coefficient, and parameter coefficient. When significant relationship is obtained, the next step is to conclude the hypothesis of the variable used in this study. The test is carried out using bootstrapping technique.

Determinant Coefficient

Determinant coefficient analysis is carried out to measure the magnitude ability of the model to explain the variance of dependent variable (Ghozali, 2008). The value of determinant coefficient is 0-1, which means, the smaller the value of *R-Square*, the variance of dependent variable is more limited. If the *R-Square* value is closer to 1, then it means that independent variables can provide information needed to explain and predict the dependent variable. The results of the coefficient test are shown in Table 8.

Table 8: R-Square Table

Independent Variable	Dependent Variable	R Square
Organizational Environmental Culture	Green HRM	0,372
Organizational Environmental Culture	Job Satisfaction	0,207
Organizational Environmental Culture Green HRM Job Satisfaction	Employee Performance	0,530

In Table 8, the value of R-square obtained shows that the determinant coefficient of the organizational environmental culture variable is 0.372, which means that the variable of organizational environmental culture is influenced by Green HRM variable in the study for 37.2%. Furthermore, the determinant coefficient in the variable of organizational environmental culture is 0.207, which indicate that organizational environmental culture variable is influenced by job satisfaction in this study for 20.7%. The determinant coefficient in the organizational environmental culture, Green HRM, and job satisfaction is 0.530, which means that organizational environmental culture, Green HRM, and job satisfaction is influenced by employee performance variable for 53%.

Hypothesis test is the results of analysis used to see the relationship between variable to be suitable with the hypothesis proposed in this study. This test is part of the output of inner model from SmartPLS software. The results of inner model is produced through the bootstrapping process, and the results of hypothesis test can be seen in Table 11, regarding path coefficient. The test results are evaluated based on the value of t-statistics and p-value. The measurement items are significant if the value of t-statistics is > 1.96 , and p-value is < 0.05 in the significance level of 5%. The results of hypothesis test are shown in Table 9.

Table 9: Path Coefficients

Construct	Original (O)	Sample T Statistics (O/STDEV)	P Values	Conclusion
Organizational Environmental Culture -> Green HRM	0,610	6,005	0,000	Accepted
Organizational Environmental Culture -> Job Satisfaction	0,455	4,583	0,000	Accepted
Organizational Environmental Culture -> Employee Performance	0,286	2,299	0,011	Accepted
Green HRM -> Employee Performance	0,259	2,139	0,016	Accepted
Job Satisfaction -> Employee Performance	0,831	21,084	0,000	Accepted

Table 9 presents the results of path coefficient test. It can be concluded that this study has a positive original sample value, thus the variables in this study have positive relationship.

Discussion

The Influence of Organizational Environmental Culture on GHRM in Bank KB Bukopin in Yogyakarta

The results of the analysis using PLS prove that organizational environmental culture has a positive influence on GHRM practice in Bank KB Bukopin in Yogyakarta (H1 accepted), indicated by the probability value of $0.000 < 0.05$, which shows that there is a positive significant influence. This shows that the higher the organizational environmental culture, the higher the GHRM practice in Bank KB Bukopin in Yogyakarta.

Both formal and informal institution contexts have a cascading effect on organizational culture and the environment, which makes culture as one of the main antecedents of GHRM. Specifically, GHRM are programs, techniques, and processes that help organizations reduce their environmental effects while increasing their positive environmental impact (Opatha & Arulrajah, (2014). In other words, GHRM is defined as a human resource practice that focuses on environmental sustainability through the creation of green employees who can recognize and appreciate the organization's environmental initiatives. It concentrates on green selection and recruitment, green training and development, green performance management, and green payment and reward systems that expand the human resources of the organizations (Yusoff et al., 2020). This study indicate that organizational culture, structure, leadership, and strategy are one of the important predictors of GHRM (Dubois & Dubois, 2012). These antecedents of GHRM are considered as proximal contextual signs, which indicate the need, value, and urgency of GHRM practices within the organization. In addition, organizational conditions are an important motivator for practicing pro-environmental activities such as GHRM for organization (Ren et al., 2018). If an organization values green activities by going beyond the goal of simply making a profit, and looking for ways to minimize the negative and maximize the positive consequences of activities on the environment, it can create a culture that promotes GHRM and related practices. Therefore, organizational environmental culture is highly valued, as it builds an environment that encourage green activities, green recruitment, green training, green performance management, and green rewards, which are the dimensions of GHRM (Amini et al., 2018).

The Influence of Organizational Environmental Culture on Job Satisfaction in Bank KB Bukopin in Yogyakarta

The results of the analysis using PLS prove that organizational environmental culture has a positive influence on job satisfaction in Bank KB Bukopin in Yogyakarta (H2 accepted), indicated by the probability value of $0.000 < 0.05$, which shows that there is a positive significant influence. This shows that the higher the organizational environmental culture, the higher the job satisfaction of employees in Bank KB Bukopin in Yogyakarta.

This study proves that employee's evaluation of the characteristics of their job is an important factor that influences their work behavior (Yusof & Jamaludin, 2013). In particular, several job characteristics including pride, participation, recognition, self-actualization, advancement, fairness, working conditions, and the work itself can influence the way employees perceive their work, and ultimately result in their satisfaction (Arnett & Laverie, 2002).

The study from Dimitrios & Athanasios (2014) proved the phenomenon regarding contemporary jobs, such as job satisfaction, which is related to employees' perception regarding their work environment, relationship with work partners, institutional goals and strategy, and criteria of success. Besides, the preference of employee organizational culture also has the possibility to be affected by demographic characteristics, especially gender.

Stephen & Stephen (2016) had proven that the majority of respondents in their study agree that organizational culture is able to influence employee performance and their level of job satisfaction. It is also found that the type of organizational culture implemented in the organization can determine employee performance and their level of job satisfaction.

The study from Zukarnaen et al. (2020) indicate that organizational culture and work environment have a positive relationship with job satisfaction and performance. The study also showed that job satisfaction has a positive and significant influence on performance. There is also a relationship between organizational culture and performance mediated by job satisfaction, and the relationship between work environment and performance, mediated by job satisfaction.

The Influence of GHRM Practice on Employee Performance in Bank KB Bukopin in Yogyakarta

The results of the analysis using PLS prove that GHRM practice has a positive influence on employee performance in Bank KB Bukopin in Yogyakarta (H3 accepted), indicated by the probability value of $0.016 < 0.05$. This shows that the higher the GHRM practice, the higher the employee performance in Bank KB Bukopin in Yogyakarta.

GHRM as an instrumental strategy helps organizations to achieve their environmental goals through the creation of green environmental culture and green employees who care about environmental issues (Kim et al., 2019). Protecting the environment is a worthy goal for organizations, and although it adds to the workload of the employees, they still believe that organizations should focus on the environment. This is in line with the GHRM objective to value environmental protection by focusing on activities that reduce negative effects and increase positive effects on the environment. When employees have the environmental awareness to

protect the planet and contribute to a healthier, better, and safer environment, they feel that they are contributing something positive to the environment. By emphasizing shared environmental goals and values, GHRM promotes an environment where employees and employers feel that they are doing something meaningful. This will lead to the development of a sense of meaning through work which can ultimately result in the performance (Shafaei et al., 2020).

The study from Adriana et al. (2020) proved that the status of GHRM practice such as green recruitment and selection, green training and development, green performance management, green engagement, and green pay and rewards are simultaneously linked to green human behavior of employees, whether on their duty or voluntary in the organization. Employee green behavior is considered to be able to provide enormous benefits and does not damage the environment. Emilisa & Lunarindiah (2020) also found that GHRM can predict employee organizational commitment, environmentally-friendly behavior, and work achievement.

The Influence of Job Satisfaction on Employee Performance in Bank KB Bukopin in Yogyakarta

The results of the analysis using PLS prove that job satisfaction has a positive influence on employee performance in Bank KB Bukopin in Yogyakarta (H4 accepted), indicated by the probability value of $0.000 < 0.05$. This shows that the higher the job satisfaction, the higher the employee performance in Bank KB Bukopin in Yogyakarta.

Paramita et al. (2020) concluded that organizational performance and organizational commitment simultaneously influence employee performance. Job satisfaction influences the relationship between organizational culture and commitment; and it acts as moderating variable instead of independent variable. Similarly, Ezeanyim & Ufoaroh (2019) revealed that there is a linear relationship between job satisfaction (job reward/pay, promotion, job safety/security, and working condition) and one of the proxies of employee performance, namely employee work spirit. It is stated that employees feel dissatisfied with the work condition in the organization, which is indicated from their response. The study from Hidayati & Rahmawati (2016) entitled "The Effect On The Job Satisfaction Organization, Performance Of Employees Commitment, And Service Performance" found that job satisfaction has a positive significant influence on organizational commitment, and that job satisfaction does not have significant influence on employee performance.

Organizational Environmental Culture on Employee Performance Mediated by GHRM Practice

The results of the analysis using PLS prove that organizational environmental culture has a positive influence on employee performance mediated by GHRM practice in Bank KB Bukopin in Yogyakarta (H5 accepted), indicated by the probability value of $0.020 < 0.05$. This shows that the higher the organizational environmental culture, the higher the employee performance mediated by GHRM practice in Bank KB Bukopin in Yogyakarta.

Dubois & Dubois (2012) stated that organizational culture, structure, leadership, and strategy are important predictors of GHRM. These identified antecedents of GHRM are considered as proximal contextual signs, which indicate the need, value, and urgency of GHRM practices within the organization. In addition, organizational conditions are an important motivator for practicing pro-environmental activities such as GHRM for organization (Ren et al., 2018). Therefore, organizational environmental culture is highly valued, as it builds an environment that encourage green activities, green recruitment, green training, green performance management, and green rewards, which are the dimensions of GHRM (Amini et al., 2018).

The study carried out by Adriana et al. (2020) proved that the status of GHRM practice such as green recruitment and selection, green training and development, green performance management, green engagement, and green pay and rewards are simultaneously linked to green human behavior of employees, whether on their duty or voluntary in the organization. Employee green behavior is considered to be able to provide enormous benefits and does not damage the environment. Emilisa & Lunarindiah (2020) also found that GHRM can predict employee organizational commitment, environmentally-friendly behavior, and work achievement.

The Influence of Organizational Environmental Culture on Employee Performance Mediated by Job Satisfaction

The results of the analysis using PLS prove that organizational environmental culture has a positive influence on employee performance mediated by job satisfaction in Bank KB Bukopin in Yogyakarta (H6 accepted), indicated by the probability value of $0.006 < 0.05$. This shows that the higher the job satisfaction, the higher the organizational environmental culture, thus will lead to increased employee performance.

The study from Dimitrios & Athanasios (2014) proved the phenomenon regarding contemporary jobs, such as job satisfaction, which is related to employees' perception regarding their work environment, relationship with work partners, institutional goals and strategy, and criteria of success. In addition, Stephen & Stephen (2016) had proven that the majority of respondents in their study agree that organizational culture is able to influence employee performance and their level of job satisfaction. It is also found that the type of organizational culture implemented in the organization can determine employee performance and their level of job satisfaction. The study from Zukarnaen et al. (2020) indicate there is an influence between work environment and performance mediated by job satisfaction.

The study from Paramita et al. (2020) concluded that organizational culture and organizational commitment can simultaneously influence employee performance. Job satisfaction influences the relationship between organizational culture and commitment; and it acts as moderating variable. Ezeanyim & Ufoaroh (2019) conducted a study and revealed that there is a linear relationship between

job satisfaction (job reward/pay, promotion, job safety/security, and working condition) and one of the proxies of employee performance, namely employee work spirit. It is stated that employees feel dissatisfied with the work condition in the organization, which is indicated from their response. The study from Hidayati & Rahmawati (2016) entitled “The Effect on The Job Satisfaction Organization, Performance of Employees Commitment, And Service Performance” found that job satisfaction has a positive significant influence on organizational commitment, and that job satisfaction has a positive significant influence on employee performance.

Conclusion

Based on the results of the analysis and discussion of the influence of organizational environmental culture on employee performance mediated by GHRM practices and job satisfaction, a number of conclusions can be drawn as follows;

- i. Organizational environmental culture has a positive influence on GHRM practice in Bank KB Bukopin in Yogyakarta, thus it can be proven that the higher the organizational environmental culture, the higher the implementation of GHRM practice in Bank KB Bukopin in Yogyakarta.
- ii. Organizational environmental culture has a positive influence on job satisfaction in Bank KB Bukopin in Yogyakarta, thus it can be proven that the higher the organizational environmental culture, the higher the job satisfaction of employees in Bank KB Bukopin in Yogyakarta.
- iii. GHRM practice has a positive influence on employee performance in Bank KB Bukopin in Yogyakarta, thus it can be proven that the higher the GHRM practice, the higher the employee performance in Bank KB Bukopin in Yogyakarta.
- iv. Job satisfaction has a positive influence on employee performance in Bank KB Bukopin in Yogyakarta, thus it can be proven that the higher the job satisfaction, the higher the implementation of employee performance in Bank KB Bukopin in Yogyakarta.
- v. Organizational environmental culture has a positive influence on employee performance in Bank KB Bukopin in Yogyakarta mediated by GHRM practice, thus it can be proven that the higher the GHRM practice, then the higher organizational environmental culture, and this will increase employee performance mediated by GHRM practice.
- vi. Organizational environmental culture has a positive influence on employee performance in Bank KB Bukopin in Yogyakarta mediated by job satisfaction, thus it can be proven that the higher the job satisfaction, then the higher organizational environmental culture, and this will increase employee performance mediated by GHRM practice.

Author Contributions: Conceptualization, D.T.H. & M.; methodology, D.T.H. & M.; Data Collection, D.T.H. & M.; formal analysis, D.T.H. & M.; writing—original draft preparation, D.T.H. & M.; writing—review and editing, M. All authors have read and agreed to the published the final version of the manuscript.

Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

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