THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE IN PRIVATE UNIVERSITY

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ABSTRACT

Green Human Resource Management (GHRM) is an important strategy for organizations to address environmental sustainability while preserving or improving organizational and employee performance. The issue of this study shows is lack of awareness, reluctance to change and insufficient support. This study's main goal is to investigate whether Green Human Resources Management impacts on employee performance. The study was conducted among lecturers who worked in private university in Kuala Lumpur. This study used a quantitative approach and was set by adopted questionnaire. An online survey was used adopted to collect data from 144 respondents. Respondents were selected by using convenience sampling. The data were analyzed through the IBM SPSS 29.0 versions. The independent variables are green training and development, green rewards and compensation and green performance management and appraisal. While employee performance is the dependent variable. The findings found that green training and development, green rewards and compensation and green performance management and appraisal are significant to employee performance. This study provides useful insights for human resource professionals and organizational leaders in improving environmental and employee outcomes.

Keywords: green human resource management, green training and development, green rewards and compensation, green performance management and appraisal, employee performance.

ABSTRAK

Pengurusan Sumber Manusia Hijau (GHRM) ialah strategi penting bagi organisasi untuk menangani kelestarian alam sekitar sambil memelihara atau meningkatkan prestasi organisasi dan pekerja. Isu kajian ini menunjukkan kekurangan kesedaran, keengganan untuk berubah dan sokongan yang tidak mencukupi. Matlamat utama kajian ini adalah untuk menyiasat sama ada Pengurusan Sumber Manusia Hijau memberi kesan kepada prestasi pekerja. Kajian ini dijalankan dalam kalangan pensyarah yang bertugas di universiti swasta di Kuala Lumpur. Kajian ini menggunakan pendekatan kuantitatif dan telah ditetapkan melalui soal selidik yang diterima pakai. Tinjauan dalam talian telah digunakan untuk mengumpul data daripada 144 responden. Responden dipilih dengan menggunakan persampelan kemudahan. Data dianalisis melalui versi IBM SPSS 29.0. Pembolehubah bebas ialah latihan dan pembangunan hijau, ganjaran dan pampasan hijau dan pengurusan dan penilaian prestasi hijau. Manakala prestasi pekerja adalah pembolehubah bersandar. Penemuan mendapati bahawa latihan dan pembangunan hijau, ganjaran dan pampasan hijau dan pengurusan dan penilaian prestasi hijau adalah penting kepada prestasi pekerja. Kajian ini memberikan pandangan berguna untuk profesional sumber manusia dan pemimpin organisasi dalam meningkatkan hasil alam sekitar dan pekerja.

Kata kunci: pengurusan sumber manusia hijau, pengurusan dan penilaian prestasi hijau, latihan dan pembangunan hijau, ganjaran dan pampasan hijau, prestasi pekerja.

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CHAPTER ONE

INTRODUCTION

1.1 Background of study

Green Human Resource Management (GHRM) is a management method that emphasizes incorporating sustainable development ideas and practices into an organization's human resource policies, processes, and strategies. It acknowledges the critical role that human resources may play in achieving an organization's environmental sustainability goals (Renwick, Redman, & Maguire, 2011). There are a few types of GHRM, such as green performance management, green training and development and green rewards and compensation.

Green training and development are a cost-effective and environmentally beneficial method of increasing green value. Green training and development are a crucial aspect of green human resource management. It is a process of establishing learning, raising employee consciousness, and implementing ecologically conscious goals and objectives into the organization's larger agenda. The issue of environmental sustainability has piqued the interest of many management scholars, particularly in the context of human resource management, due to its strategic importance in the development of sustainable organizations that will contribute to the achievement of goals for sustainability (Yafi, Tehseen, & Haider, 2021).

The combination of incentives, perks, or compensation plans referred to as green rewards and compensation are intended to persuade people, organizations, or communities to adopt environmentally friendly practices and behaviours (Kavitha, Varisha, & Kumar, 1998). These programs seek to enhance sustainability, lessen adverse environmental effects, and promote wise use of natural resources. To encourage and reward people or organizations for making sustainable decisions or implementing eco-friendly practices, green rewards and compensation can take many forms, such as financial incentives, tax breaks, recognition, and non-monetary awards. These programs frequently address environmental issues and encourage environmentally friendly behaviour in various fields, including industry, government, and consumer behaviour.

Another element to observe is green performance management, which involved with the administrative performance of a company. In other words, overall performance control is geared toward helping the employees polish and decorate their talents, which could become significant to the organization's choice to accomplish its agenda. As with different human resource practices, inexperienced human resources are likewise related to the overall performance control of a company. For example, green performance management measures the performance of the workers' team when dealing with the environment. Moreover, when an organization targets ecological protection, it commonly shows better overall performance results. Most corporations have positive signs through which they display their green performance. This way, they set positive milestones or benchmarks for assessing all employees operating inside their company (Abid, Matloob, Raza, Ali, & Durr-e-Nayab, 2020).

1.2 Problem Statement

GHRM incorporates ecologically sustainable practices into an organization's human resources activities. It entails measures such as decreasing carbon footprints, adopting eco-friendly policies, and cultivating a sustainable culture among employees. While GHRM practices are increasing, more research is needed to determine how these programmes improve employee performance within organizations. It is because many existing studies on GHRM are cross-sectional in nature, providing snapshots of the relationship between green practices and performance at a single point in time (Abdull Razab, Mohamed, & Osman, 2015). The effectiveness of green HR programs may vary depending on the industry, organizational size, geographic location, and cultural factors. Employee performance is becoming increasingly important in today's corporate surroundings, and organizations are introducing GHRM practices to fulfil these needs. However, there needs to be more understanding of the relationship between GHRM and its impact on employee performance. By understanding how GHRM practices influence employee performance, organizations can design and implement HR strategies that maximize productivity, innovation, and overall effectiveness (Adolfo, Emilio, Paula, & Pascal, 2007).

Therefore, this study is being conducted to investigate the relationship between GHRM practices and employee performance. Furthermore, consideration must be given to any potential difficulties or obstacles that may arise when putting GHRM methods into practice and prevent them from having a good effect on employee performance (Ercantan & Eyupoglu, 2022). The impact of green practices on employees may be limited by factors that control their successful integration into HRM, such as a lack of awareness, reluctance to change, or insufficient support networks.

The revealing of complex relationships between GHRM practices and employee performance is grounded in this problem statement. Through the resolution of these knowledge gaps, organizations may formulate evidence-based and strategic methods to optimize the potential of green initiatives in cultivating a workforce that is both sustainable and productive.

A comprehensive analysis of GHRM procedures, including hiring and onboarding procedures, continuous training, performance reviews, and employee development programmes, is necessary to address this problem. Organizations may cultivate a more resilient and productive workforce by identifying and resolving GHRM gaps impeding optimal employee performance.

1.3 Research Questions

This study will therefore attempt to answers to the following questions:

i. Do green training and development influence the employee performance ?

ii. Do green rewards and compensation influence employee performance?

iii. Do green performance management and appraisal influence employee performance ?

1.4 Research Objectives

The objectives of the study are:

i. To examine the relationship between green training and development and employee performance.
ii. To assess the relationship between green rewards and compensation and employee performance.
iii. To identify the relationship between green performance management and appraisal and employee performance.

1.5 Significance of study

Understanding the relationship between GHRM and employee performance is critical for organisations seeking to balance sustainability and productivity. This research will add to the body of knowledge by considering the possible benefits and limitations of GHRM implementation. It will assist organisations in making educated decisions on adopting and optimising GHRM practices.

The findings assist organisations or companies in identifying the significant influence that correlates with employee performance and provide beneficial recommendations for organisations and other organisations based on the findings.

Theoretically, this study contributes to the academic field by identifying the most influential association between green training and development, green performance management, green rewards and compensation and employee performance and expanding their future research.

1.6 Scope of the study

The present study mainly focuses on lecturers at a private university based on discussion with the management of Universiti Poly-Tech Malaysia Kuala Lumpur. The number of branches involved is two branches out of 6 branches. The branches involved are Universiti Poly-Tech Malaysia Kuala Lumpur and Kolej Poly-Tech Mara Bangi. The total number of employees excluded from administration and general workers in the private university is 230 lecturers. Questionnaires were distributed to targeted respondents or lecturers at a private university in Kuala Lumpur. This study used an online survey using Google Forms methods to distribute the questionnaire.

1.7 Definition of Key terms

Employee Performance

Employee performance is defined as the way in which personnel carry out their given tasks and fulfil their necessary obligations. It also refers to the efficacy, excellence, and productivity of production (Omar, Che Cob, Sakarji, Abdullah Thani, & Bakar, 2022).

Green Training and Development

Green training and development mean a process of planning education, raising the consciousness of staff members, and incorporating environmental sustainability goals and objectives into the organization's larger agenda. It is a cost-effective method for boosting sustainable performance (Fapohunda, et al., 2021).

Green Rewards and Compensation

Green rewards and compensation is defined as employee motivation will increase if a company recognises and rewards employees' efforts to gain an advantage that can be maintained as doing so will help the organisation gain a competitive advantage (Begum, Dr.M, & Jain, 2023).

Green Performance Management and Appraisal

Green Performance Management and Appraisal incorporate environmentally sustainable standards into the usual processes of evaluating and managing employee performance, aligning organisational dreams with ecological objectives. (Amjad, et al., 2021).

1.8 Organization of Thesis

This thesis consisted of five major chapters, as below:

The first chapter includes an introduction and definition of the issues, a presentation of the context of the study, a discussion of the problem statement, research questions, research objectives, significance and scope of the study, and a definition of keywords.

Next, the second chapter of the thesis outlined reviews of the literature on green human resources management, such as green performance management and appraisal, green training and development, and green rewards and compensation for employee performance. This led to an underpinning theory for further understanding. Later, a hypothesis is developed for the chapter's following research.

The third chapter explains the research design, data collection strategies, and how the researcher identifies the sources of data collection and the sampling strategies used to determine the target respondents. This chapter primarily explains the sort of sample used, its size, how the questionnaire was created, how it measured data, how the data was collected, and how the analysis approach was used to look at the suggested framework.

Chapter four reveals the findings and results of the analysis data to expose the findings and outcomes of the investigation. The data collected for this chapter will be examined using version 29 of the Statistical Package for Social Science (SPSS).

Lastly, chapter five discusses how the practices that affect other variables are reflected when hypotheses are examined. The study's recommendations and suggestions are detailed in this chapter. The study's implications and limitations are also disclosed to facilitate further research on this topic.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss findings from earlier research on independent and dependent variables: green human resource management, such as green training and development, green rewards and compensation, green performance management and appraisal, and employee performance. The beginning of this chapter will focus on definitions, conceptual problems, and theoretical recognition. After exploring the literature review, a research framework and hypothesis are developed, and the following chapter will validate the hypotheses put forward in this study.

2.2 Variables of the Study

2.2.1 Employee Performance

Based on the previous researcher, Masri (2016) noted that implementing Green Human Resources Management (GHRM) practices can positively influence employee performance. These practices include green training and development, green performance management and appraisal, green reward and compensation, green employee empowerment and participation, and green organizational culture management. Organizations can enhance employee motivation, engagement, and performance by involving employees in greener activities, providing regular feedback, setting environmental objectives, and recognizing and rewarding their contributions to environmental performance. However, it is essential to note that the level of influence of each GHRM practice may vary, with green recruitment and selection being identified as the most influential practice and green training and development (Juliansyah, Zakiyya, Handrian, & Yumhi, 2014).

A previous study conducted by Rangas et al. (2017) examined the impact of green human resource management (GHRM) on job performance. The authors utilized structural equation modelling and exploratory factor analysis to determine the relationship between GHRM practices and job performance. They found that implementing GHRM practices positively affects employees' job performance. The study also suggests that employees' green lifestyle at home moderates the impact of GHRM practices on job performance. The researchers collected data through a questionnaire distributed to 332 respondents from various private industries. The study highlights the importance of implementing GHRM practices in the workplace to motivate employees to participate in environmental sustainability efforts..

Essentially, an employee is expected to present the best performance that they can show in completing the duties assigned to employees; additionally, employee performance is undoubtedly influenced by several types of essential factors for the achievement of workplace outcomes that contribute to the objectives of the organisation or organisations which the workers operate (Samola & Tumewu, 2022). Work can be completed by a person or a community inside an organisation by any of their responsibilities to achieve its aims. The first component of employee performance is task performance, which refers to employee outcomes, and the second is performance in the surroundings, which refers to employee behaviour and contributions to processes. Third is adaptive outcomes, which is the capacity of employees to adjust if there is an adjustment in their surroundings or circumstances; fourth is a performance that is offered via personality, which is transmitting ideas, behaviours, and feelings (Nathania & Sandroto, 2022).

The other factors that influencing employee performance are motivation, living costs, work environment, and compensation (Bahagia & Astuti, 2019). Motivation involves providing the necessary drive that sparks an individual's enthusiasm, prompting them to cooperate, perform optimally, and harmonize all their endeavours in pursuit of fulfilment. Furthermore, the value of living and the fee of residing are the prices of maintaining positive residing standards. High residing fees will complicate the existence of anybody who forces any person to work harder. Third, the element that impacts workers' overall performance is the work environment. The better the work surroundings of employees are, the more their performance will increase (Gu, Chupradit, Ku, Nassani, & Haffar, 2010). This is because proper work surroundings will amplify employee morale. The last element affecting employee overall performance is compensation. Compensation policies, both the magnitude, composition, and timing of payments, can encourage employee enthusiasm and the wish of personnel to acquire the most advantageous performance to help realize corporation goals (Bahagia & Astuti, 2019).

2.2.2 Green Training and Development

The significance of green training and development in organizations cannot be denied. Green training and development programs aim to educate employees about environmental issues, foster a green culture, and enhance their skills and qualifications related to the environment. A previous study has shown that green training is essential for developing human resources and facilitating the transition to a more sustainable society (Masri, 2016). Employees who receive green training are more likely to engage in pro-environmental behaviours and contribute to environmental management efforts. Environmental training programs should be designed based on the specific training needs of employees to achieve optimum environmental benefits.

Green training and development practices can include workshops, programmes, and sessions that enable employees to acquire knowledge and skills in environmental management. Job rotation principles also allow employees to engage in environmental problem-solving projects and develop their green management capabilities. By incorporating social and environmental issues into training and development programmes, organizations can ensure that employees have the necessary knowledge and abilities for good environmental performance. Overall, the literature suggests that green training and development are crucial for promoting environmental awareness, fostering a green culture, and enhancing employee performance in environmental management. However, further research is needed to explore the strategies and approaches that maximize the effectiveness of green training and development programmes (Limsuwan & Jirawuttinunt, 2019).

According to earlier studies by Yafi, Tehseen and Haider (2021), green training and development are best green human resources management practices that assist in ensuring the persistent growth of green control in most organizations. Evidence indicates that environmental or green training is a crucial tool in developing human resources. This training serves as a catalyst, inspiring personnel to become more efficient and dedicated to enhancing worker performance (Montalvo-Falcon, Eduardo, Marco-Lajara, & Martinez-Falco, 2023). A take look discovered that there is an effective courting among the distinct factors of green education and the stimulation of personnel's know-how and mindset towards addressing distinct environmental concerns. Additionally, green training allows for the creation of a practical mindset, takes an extra proactive approach to distinct green initiatives, and therefore builds personnel abilities, reducing waste and saving energy.

Green training and development allow for a growing ecological focus among workers. The focus has evolved among workers by piloting workshops and seminars, each at a non-public and organizational level. This allows the personnel to reach their focused ecological goals. The achievement of inexperienced control at the organizational level primarily relies upon green training and development because it stimulates people's attention and provides information for ecological worries. Except for this, the belief in inexperienced education and improvement allows for a rising, high-quality attitude and proactive methods for inexperienced projects, decreasing waste and saving energy (Abid et al., 2020)

2.2.3 Green Rewards and Compensation

Amjad and Abbas (2021) highlighted the importance of green rewards and compensation in promoting organizational sustainability. Green rewards and compensation systems are practical tools for motivating employees to engage in eco-friendly behaviour and contribute to environmental initiatives. These systems can incorporate sustainable initiatives into the compensation structure and incentivize employees to change their behaviour towards more environmentally friendly practices. Studies have shown that green rewards and compensation significantly impact employee performance and can lead to positive changes in behaviour and attitudes towards sustainability. Furthermore, the performance of employees can serve as a linking green incentives and remuneration to the sustainability of an organization (Kuo, Khan, & Abdullah, 2019). The literature supports that green rewards and compensation are crucial in promoting organizational sustainability by motivating employees and reinforcing environmentally friendly behaviours.

By this, a green remuneration and reward system may be an effective instrument for attracting, retaining, and motivating personnel to help achieve ecological objectives. Increased salary, perks, and bonuses; further incentives for taking on more environmental management responsibilities; reward money for staff suggestions or technological advancement regarding ecological administration; pay scales according to the improvement of ecologically friendly skills; financing opportunities for buying environmentally friendly modes of transport (such as vehicles, cost-effective cars); every month managerial reporting bonuses for excellent ecological administration; and the remuneration of executives based on ecological holidays, time off, gifts, and other nonmonetary benefits are examples of green incentives (Karmoker et al., 2020).

Rewards reinforce motivation and commitment to being environmentally responsible. Employers asserts that a reward system can be used systematically to motivate employees to perform desired behaviours so that the organization and its workers can gain from the programme (Omolawal & Bawalla, 2017). Compensation and reward management ought to understand the contributions of inexperienced management. Compensation packages must be customized to reward green abilities, acquisitions, and achievements by employees. Monetary-based, nonmonetary, primarily-based, and recognition-based rewards can be used for the inexperienced achievements of employees. Monetary-based rewards for contributions to environmental administration can be allotted through earnings increases, cash incentives, and bonuses. Nonmonetary rewards may include sabbaticals, different getaways and gifts to personnel and their family members. Recognition-based awards can spotlight the green contributions of employees through massive publicity and public praise and appreciation of inexperienced efforts by CEOs or top management executives (Mandago, 2018).

2.2.4 Green Performance Management and Appraisal

The significance of green performance management and appraisal in driving organizational sustainability cannot be denied. Green performance management and appraisal systems are practical tools for creating employee awareness and increasing green performance. These systems incorporate environmental responsibility and address carbon emissions reduction and environmental policies (Masri & Jaaron, 2016). Organizations should adopt corporate-wide metrics to assess resource acquisition and improve employee performance. Green performance management and appraisal have been found to have a significant positive impact on employee performance. Moreover, employee performance is identified as a mediator between green performance management and assessment and organizational sustainability. The literature supports that green performance management is crucial for enhancing organizational sustainability and motivating employees to engage in green practices.

Furthermore, managers must provide ordinary feedback to the employees or teams about their role in reaching environmental goals to enhance their performance; these comments will assist the employees in improving their knowledge, capabilities, and abilities. Sharing appraisal outcomes with employees on how they are progressing towards environmental targets is critical for employees' motivation and will amplify their engagement in their responsibilities. Organizations may also furnish an online information gadget and audits that permit personnel to monitor their own employee's overall performance, provide an opportunity for employees to participate, and endorse realistic methods of making the business enterprise greener. To reap this, it is suggested that human resources departments need to remodel the performance appraisal ranking system to be able to fee employees based on their behavioural and technical abilities related to environmental sustainability (Ahmad, 2015).

The study regarding green performance evaluation focused on employees' holistic performance in environmental activities and tasks, communication of environmental policies, and green information systems (Khan & Qureshi, 2021). Teamwork, collaborative effort, diversity, revolutionary thinking, and environmental protection are protected in the overall performance appraisal rating system, which should be modified through organizations to include dimensions for evaluation human beings on behavioural and technical competencies. Adding environmental responsibilities to the overall performance administration application provides people with feedback on what they are predicted to accomplish regarding environmental management. Giving personnel regular feedback on their overall environmental performance helps them improve their environmental sustainability, capacity, and expertise. Green regulations are the most necessary and integral performance management and appraisal standards. Green job overall performance of employees is applicable and quantifiable to all firm personnel, regardless of their employment or work history.

2.3 Social Exchange Theory

In 1958, George Homans developed the social exchange theory. Redmond (2015) claimed that social exchange theory strongly emphasizes how people engage socially and how rewards and costs are involved examining in detail the meanings of the terms that make up the social exchange theory, such as cost and reward. A successful relationship depends on mutual appreciation, endorsement, reliability, and caring.

Homans' fundamental ideas framed the study of social behavior in accordance with incentives and limitations. Positive behavior receives incentives, and the connections develop. The following are the five statements according to Homan's ideas (Alnajim, 2021). Homan's claimed that actions with favorable results will likely be repeated. According to the second speculation, a stimulus proposition is actions that have previously resulted in rewards that will be repeated in a comparable situation. The third speculation, the value proposition, states that an actor is more likely to act if it yields a valued outcome for them. The fourth proposition qualifies the stimulation proposition that introduces the broad ideal of diminishing marginal value. This deprivation-satiation proposition states that an additional reward unit is less valuable to a person who has gotten it more frequently for the same conduct. In its final form, the sixth proposition explained how people respond emotionally to various incentive scenarios. For example, when they do not get what they expect, individuals will get upset and hostile. Later, Homans (1974) contends that when customers do not obtain a fair rate of return, they may become irate.

According to the social exchange theory (Redmond M., 2015), people will spend more time having fulfilling conversations and relationships. In addition, profitable relationships produced profits. The most obvious cost we incur when exchanging money for a good or service is money, though we occasionally give friends money out of pure generosity. We also labor for pay, offering our time, effort, and expertise in exchange. You lose time and energy engaging in a conversation, time and energy that could have been used for other, perhaps more fulfilling, activities. The conversation's significance, depth, and intensity influence how much time and effort is invested in it. Relationships not only require time and energy outlay, but they also require a certain amount of personal sacrifice.

Prabhakaran and Abdul Lasi (2021) state that rewards are proportional to exceptional performance within an organization. According to the social exchange theory, rewards are impossible to obtain without social interactions, which can take many different forms, including being liked, trusted, accepted, attractive, valued, and having one's opinions taken into consideration (Redmond, 2015). According to the self-directed theory, motivational factors are investigated as the objectives that compel a person to act and be driven. Joy and a sense of fulfilment within oneself are the sources of self-motivation. Extrinsic motivation, on the other hand, is fuelled by rewards from outside sources or avoiding penalties. In addition, an intrinsically motivated workforce produces devoted workers. Suppose the benefits outweigh the drawbacks. The theory covered overt consequences like beatings, embarrassing others, or carrying out, as well as covert ones like frowns or raised eyebrows.

According to Homans (1961), an individual's profit increases with the size of the rewards and the decrease in costs. We look for profitable interactions where the benefits outweigh the costs. As a result, the degree of happiness and contentment is likely correlated with the value of the relationship and its expense. According to Mark Redmond (2015), people stay in interpersonal interactions where their expenditures are expected to yield future profits because they find satisfaction when the benefits outweigh the expenses.

2.4 Hypotheses Development

2.4.1 Green training and development and employee performance.

Organizations can increase employee commitment and awareness towards the environment by providing training and development opportunities focused on environmental management. This, in turn, leads to improved employee performance (Yafi, Tehseen, & Haider, 2021). It emphasizes the importance of investing in green training programs to elevate the Green Human Resource Management (GHRM) implementation level from moderate to high. However, it also notes that the effectiveness of green training can vary depending on the context. Overall, while green training and development have the potential to enhance employee performance and contribute to environmental performance, the specific outcomes may depend on factors such as the organization's commitment, available resources, and the design and implementation of the training programs.

Hypothesis 1: Green training and development has positive relationship and significantly influence employee performance.

2.4.2 Green rewards and compensation and employee performance

Green rewards and compensation are a way for organizations to incentivize and reward employees for their environmentally friendly behaviours and actions. The hypothesis behind green rewards and compensation is that by providing tangible benefits or recognition for sustainable practices, employees will be motivated to engage in eco-friendly behaviours and contribute to the organization's sustainability goals

(Mandago, 2018). This can lead to improved employee performance as they strive to meet the criteria for receiving these rewards. Green rewards and compensation can contribute to a positive work environment and a sense of purpose. Employees who feel their actions make a difference in promoting environmental sustainability are likely to be engaged and committed to their work. The hypothesis assumes that employees actively participating in green initiatives can positively impact the organization's sustainability and corporate social responsibility efforts. This can lead to improved environmental performance and a more positive reputation. It is important to note that while these hypotheses suggest potential positive outcomes, the impact of green rewards and compensation on employee performance may vary depending on various factors, such as the design and implementation of the rewards program, organizational culture, and individual motivations.

Hypothesis 2: Green rewards and compensation has positive relationship and significantly influence employee performance.

2.4.3 Green performance management and appraisal and employee performance.

Green performance management and appraisal guide employees' performance to achieve the desired environmental performance by measuring employees' contributions to the advancement of employee performance (Saputro & Nawangsari, 2021). It ensures the effectiveness of green management work over time and protects environmental management initiatives against deterioration. Human resource management should integrate employee performance into green performance management and appraisal by setting objectives, monitoring environmental management behaviors, and evaluating the achievement of ecological objectives using green work ratings as crucial indicators of job performance. Managers' and employees' appraisal records should include this green work rating. Managers should also provide regular feedback to employees about their role in achieving environmental goals, which will enhance their knowledge, skills, and motivation. This feedback is essential for increasing employees' engagement in environmental management responsibilities.

Hypothesis 3: Green performance management and appraisal positively influence employee performance.

2.5 Research Framework

Based on the research framework, Figure 2.1 shows all variables to be examined in this study. The independent variable is green human resource management, such as green performance management and appraisal, green training and development, and green rewards and compensation. The dependent variable is employee performance.

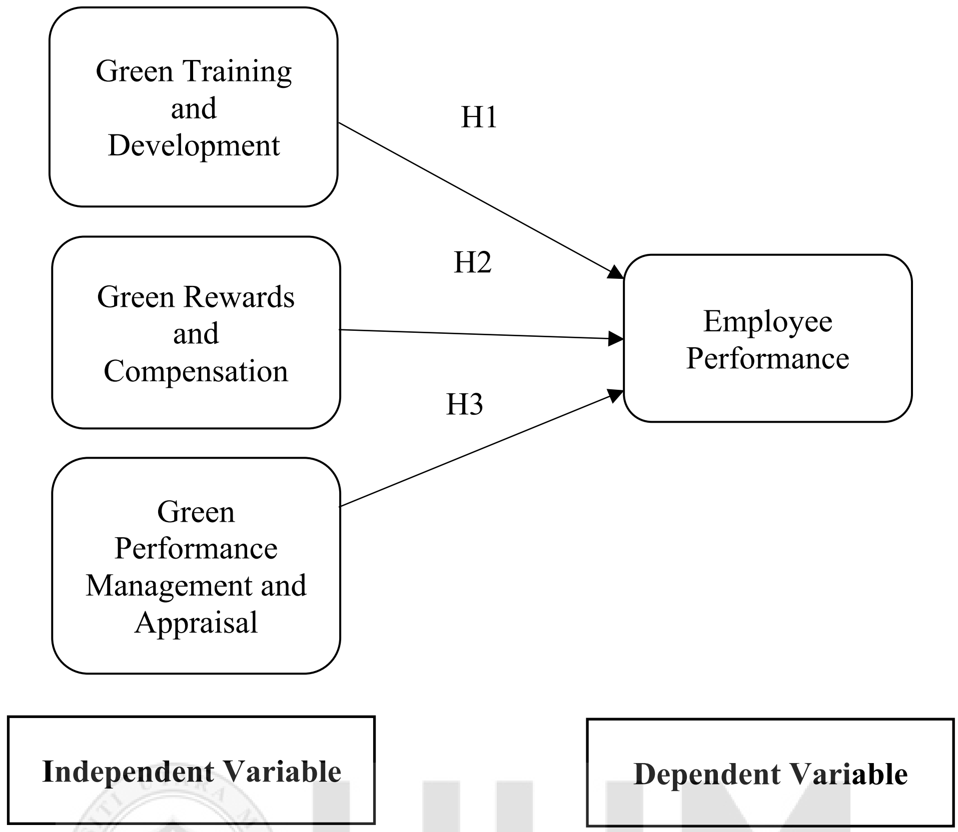

Figure 2.1: *Research Framework*

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The methodology used in the study is covered in this chapter, including the research design, data collection techniques, sample design and unit analysis. In addition, this chapter will go into the data analysis methods used to evaluate the hypotheses and the construct measuring methods used for data collecting.

3.2 Research Design

This study used a quantitative approach and collected data through an online survey. A quantitative approach involves collecting and interpreting numerical data (Scribbr, 2022). In the quantitative method, survey research was used to determine the relationship between independent variables and dependent variable.

Cross-sectional survey design aligned with the quantitative methods employed in this study. The employment of a quantitative technique with a cross-sectional survey design is advantageous since it allows for more generalisation of results (Wang & Cheng, 2020). The reasoning for this study is based on design facts, which require researchers to analyse a variety of variables.

The unit of analysis is the most critical factor in analysing the study. The subject of 'what' or 'who' is being examined. It was the important elements that were studied that resulted in the summary descriptions and explained the discrepancies between them. The research being conducted focuses on the education industry; hence the unit of analysis is limited to individuals.

3.3 Sampling Design

3.3.1 Population

A study's population is the individuals who stimulate the researchers' curiosity about generalizing the study's findings (Banerjee & Chaudhury, 2010). The total number of units (people, groups, events, things, or things) from which samples are chosen for measurement can be considered the population (Taherdoost, 2016). However, because communities are so huge, it is frequently not feasible for researchers to examine every member of the population because doing so would be costly and take time (Murphy, 2016)

In this study, the population obtained from an established organization mainly consist of lecturers. Overall, the population of lecturers at University Poly-Tech Mara, Kuala Lumpur is 231 lecturers.

3.3.2 Sample

The term sample refers to a subset of the population, which signifies that a particular population segment will be used to choose respondents (Adwok, 2015). In this study, the total population of private universities was 230 lecturers. Therefore, the sample size to select from the population, as suggested by Krejcie and Morgan (1970), for this study is at least 144 employees.

Table 3.1
Table suggested by Krejcie and Morgan (1970)

N	*S*	*N*	*S*	*N*	*S*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

3.3.3 Sampling Technique

In this study, non-probability sampling has been selected as the sampling technique. The purpose of choosing non-probability sampling is generally less reliable for making inferences about a population than probability sampling methods because they do not guarantee a representative sample (Mulisa, 2022). This is because the possibility of each being chosen is particular. Therefore, the convenience method is used, where researchers select participants or elements from a population based on what is convenient or readily available. It is one of the simplest and most straightforward methods of sampling, often chosen for its ease and cost-effectiveness (Vehovar et al., 2016).

3.3.4 Unit of Analysis

The unit of analysis dominates the study's analysis. What or who is being studied depends on the subject at issue. The key elements that were looked at are what led to the summary descriptions and clarified distinctions between them. Since this study is looking at employees in the education sector, the study's unit of analysis is the lecturer (individual).

3.4 Questionnaire Development

Operational definitions and measurements are shown in Table 3.3, and all variables are involved in green human resource management, such as green training and development, green rewards and compensation, green performance management and appraisal, and employee performance. This study used the Five-Point Likert Scale for all variables (refer to Table 3.2)

Table 3.2
Five-Point Likert-Scale

1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

According to previous researchers, green human resource management consists of several human resources activities, such as green training and development, green rewards and compensation, and green performance management and appraisal (Masri & Jaaron, 2016). Table 3.3

presents the items of variables. All items used a 5-point Likert scale ranging from '1 – strongly disagree to 5 – strongly agree'. All items have a high-reliability value above 0.7.

Green training and development mean a process of planning education, raising the consciousness of staff members, and incorporating environmental sustainability goals and objectives into the organization's larger agenda. It is a cost-effective method for boosting sustainable performance and reliability (Fapohunda et al., 2021). It consists of 5 items.

Green rewards and compensation are defined as employee motivation increasing if a company recognizes and rewards employees' efforts to gain an advantage that can be maintained. Doing so will help the organization gain a competitive advantage (Begum, Dr.M, & Jain, 2023). It consists of 3 items.

Green performance management and appraisal incorporate environmentally sustainable standards into the usual processes of evaluating and managing employee performance, aligning organizational dreams with ecological objectives (Amjad et al., 2021). It consists of 5 items.

Lastly, employee performance is how personnel carry out tasks and fulfill their obligations. It also refers to the efficacy, excellence, and productivity of production, and it consists of 7 items (Omar et al., 2022).

Table 3.3

Operational Definition in Green Training and Development, Green Performance Management and Appraisal, Green Rewards and Compensation and Employee Performance

Variable	Operational Definition	Items	Sources of Items
Green Training and Development	Green training an development mea process of plannir education, raising consciousness of staff members, an incorporating environmental sustainability goa and objectives int the organization's larger agenda. It i cost-effective method for boosti sustainable performance.	1.My organization provides environmental training to the organizational members to increase environmental awareness. 2.My organization takes into account the needs of environmental issues when training requirement analysed 3.My organization follows induction programs that emphasized environmental issues concerns. 4.In my organization, all training materials are available online for employee to reduce paper cost 5.In my organization, environmental training materials is priority when compared to other types of company training.	(Fapohunda, et al., 2021)

Variable	Operational Definition	Items	Sources of Items
Green Rewards and Compensation	Green rewards an compensation are defined as employ motivation that w increase if a company recogni and rewards employees' effort gain an advantage that can be maintained, as do so will help the organization gain competitive advantage.	1.My organization links suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance 2.My organizations offers a non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses cash, premiums, promotion) 3.In my organization, environmental performance is recognized publicly (awards dinner, and publicity)	(Begum, Dr.M, & Jain, 2023)
Employee Performance	Employee performance is how personnel carry out tasks and fulfil their obligations. It also refers to the efficacy, excellence, and productivity of production.	1.I easily identify problems and create solutions. 2.I am calm and competent especially in unfamiliar situations. 3.I find it easy to accomplish my tasks 4.I am able to initiate actions to solve problems. 5.I am able to think clearly during work 6.I display a positive attitude in work 7.I am able to meet work deadlines	(Omar, Che Cob, Sakarji, Abdullah Thani, & Bakar, 2022)

In this study, the questionnaire design was divided into three sections. Section A is the respondents' demographic and has six items. Section B consists of variables such as green training and development, green performance management and appraisal, and green rewards and compensation with 13 items. Section C is employee performance and has seven items.

3.5 Data Collection Procedure

Data collection is an essential element of every research project. Data collection is necessary because accurate data allows researchers to test their theories. Primary data is gathered to find a solution to the current issue. The word "primary data" refers to information that the researcher created for the first time, and these are the core primary data. On the other hand, primary data sources include surveys, observations, experiments, questionnaires, personal interviews, etc.

The management of a private university did the distribution of questionnaires to respondents. But before that, it must get approval from the Deputy Vice-Chancellor about the researcher. After that, once it gets approval, the questionnaire must be sent to management before publishing. The questionnaire was distributed to the lecturer using the staff portal. It took the lecturer three weeks to answer the questionnaire.

3.6 Data Analysis Technique

The data was analyzed statistically using the Statistical Package for Social Sciences (SPSS version 29.0). All elements and variables were coded before being entered into the computer. The findings were then summarised using Descriptive Analysis and Inferential Statistics, which included several analyses. It includes Cronbach's Alpha for reliability, Pearson Correlation, and Multiple Regression.

Furthermore, descriptive analysis was performed to examine the demographic features of the respondents, as well as to identify the population and sampling information in this study. Moreover, Cronbach's alpha coefficients were calculated using Reliability analysis to determine the instrument's consistency and reliability. Pearson correlation analysis investigated the link between independent factors and the dependent variable. Finally, multiple regression analysis was used to discover whether factors significantly affected the dependent variable.

CHAPTER FOUR

FINDINGS

4.1 Introduction

Chapter four presents the findings of a study, which encompasses descriptive analysis and inferential statistics. The analysis started by laying off the response rate and profile of respondents. It presents the demographic background of respondents, such as gender, age, length of service, highest education, position, and current salary. It is followed by descriptive, reliability, and correlation analysis. Finally, analyze the relationship between the dependent variable, employee performance, and the independent variable, e.g., training and development, green rewards and compensation, and green performance management and appraisal—lastly, the hypothesis testing of this study.

4.2 Response Rate

At the end of the data collection period, 144, or 62.61%, were returned and used for data analysis.

Table 4.1

Response Rate

	No of Questionnaires	Percentage (%)
Distributed	230	100
Returned	144	62.61
Usable	144	62.61

4.3 Profile of Respondents

The demographic background of respondents (lecturers) was analyzed using descriptive analysis. The data analysis enables us to understand the differences among respondents, such as gender, age, length of service, highest education, position, and current salary.

Table 4.2

Demographic background of respondents

Demographic	Category	Frequency	Percentage (%)
Gender	Male	41	28.5
	Female	103	71.5
Age	26 to 35	4	2.8
	36 to 45	25	17.4
	46 to 55	77	53.5
	56 and above	38	26.4
Length of Service	Less than 1 year	0	0
	1 – 5 years	4	2.8
	6 – 10 years	36	25
	11 – 15 years	69	47.9
	More than 15 years	35	24.3
Highest Education	Degree	7	4.9
	Master	49	34
	PHD	88	61.1
Position	Professor	1	0.7
	Associate	9	6.3
	Professor	75	52
	Senior Lecturer	59	41
	Lecturer		
Current Salary	RM2,000 –	0	0
	RM3,000	50	34.7
	RM3,001 –	64	44.4
	RM4,000		20.8
	RM4,001 –		
	RM5,000	30	
	RM5,000 and above		

Table 4.2 shows demographic respondents. The frequency analysis shows that most respondents involved in this study are female, with 103 respondents (71.5%), while the males constitute 41 respondents (71.5%). Most respondents involved in this study are between 46 and 55 years old, with 77 respondents (53.5%). Then, most service was 11 to 15 years, 69 of the 47.9% of respondents. The next long service was 6 to 10 years with 36 respondents (25%).

In addition, the highest education was Ph.D. holders, 88 respondents (61.1%), 49 respondents (34%) were Master holders, and seven respondents (4.9%) were degree holders. The majority position was lecturer, which is 75 respondents (52%), and the second majority position was senior lecturer, which is 59 respondents (41%). Additionally, the majority got a current salary in the range of RM4,001 to RM5,000 64 respondents (44.4%), a current salary of RM3,001 to RM4,000, 50 respondents or 34.7% and lastly, RM5,000 and above, which 30 respondents (20.8%).

4.4 Descriptive Analysis

Descriptive analysis denotes the mean and standard deviation for dependent variable and independent variables are shown in Table 4.3. All the variables are evaluated based on Five-Point Likert-Scale (1 = strongly disagree to 5 = strongly agree). Based on the results, the independent variable with the highest mean value is green rewards and compensation (3.71), followed by green training and development (3.67) and green performance management and appraisal (3.65). Then, the mean value for dependent variable which is employee performance is 3.54.

Furthermore, the result analysis showed the standard deviation for all measured variables. Based on the highest standard deviation is green rewards and compensation (0.719) while the lowest is employee performance (0.605). Then, the green training and development are 0.645 and the green performance management and appraisal are 0.681.

Table 4.3

Descriptive Statistics of Dependent and Independents Variables

Variable	Mean	Standard Deviation
Green Training and Development	3.67	0.645
Green Reward and Compensation	3.71	0.719
Green Performance Management and Appraisal	3.65	0.681
Employee Performance	3.54	0.6045

4.5 Reliability Analysis

This purpose of reliability analysis is a standard procedure used by research both in the early stages of developing a scale and in the continuous evaluation of the scale's performance. It offers insightful information about measurement dependability, assisting researchers in making defensible choices regarding the handling and interpretation of their equipment (Muhammad, Khoirunnisa, & Supaha, 2021). One commonly used method for assessing reliability analysis is Cronbach's Alpha. Cronbach’s Alpha is statistical measure that expressing the correlation levels between elements on a scale. Table 4.4 shows the value of Cronbach's Alpha is more than 0.7, the consistency is considered as strong.

Table 4.4

Internal Consistency for Cronbach's Alpha Coefficient

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.8$	Very Good Reliability
$0.7 > \alpha \geq 0.8$	Good Reliability
$0.6 > \alpha \geq 0.7$	Fair Reliability
$0.6 > \alpha$	Poor Reliability

[Sources: (Paul & Darren, 2003)]

Based on the result shown in Table 4.5 below, the total number of items measured in this study was 20. Each variable was measured with several numbers of items. The result showed that employee performance had achieved the highest of Cronbach's Alpha value at 0.826 followed by green performance management and appraisal (α = 0.779), green rewards and compensation (α = 0.768). Lastly, green training and development are the lowest of Cronbach's Alpha value at 0.732.

Table 4.5

Summary of Reliability Analysis

Variables	No of Items	Cronbach's Alpha
Dependent Variable		
Employee Performance	7	0.826
Independent Variable		
Green Training and Development	5	0.732
Green Rewards and Compensation	3	0.768
Green Performance Management and Appraisal	5	0.779

4.6 Pearson Correlation Analysis

Pearson's correlation analysis aims to show the relationship between a dependent variable and the independent variable for this study. Based on Davis (1973), Pearson Correlation Analysis determines the direction and strength of a linear relationship between two continuous variables in Pearson correlation analysis. It is noted that the Pearson correlation relies on a linear connection between variables and is dependent on outliers. Non-parametric tests or other correlation techniques could be better suited if these presumptions are false. Table 4.6 shows the strength of person correlation analysis, which ranges from very low to high correlation.

Table 4.6

Strength of Pearson correlation coefficient

Correlation Indices Size	Interpretation
< 0.20	Very low correlation
0.2 – 0.4	Low correlation
0.4 – 0.6	Moderate correlation
0.6 – 0.8	High correlation
0.8 – 1.0	Very high correlation

Source: (Davis, 1973)

Based on the Pearson correlation, a significant and positive correlation exists between the dependent variable (Employee performance) and independent variables (green training and development, green rewards and compensation, and green performance management and appraisal). Table 4.7 shows the correlation analysis outputs of variables in this study.

Table 4.7

Output of Pearson Correlation Analysis

Variables	EP	GP	GT	GR
Employee Performance	1			
Green Performance Management and Appraisal	0.271**	1		
Green Training and Development	0.238**	0.244**	1	
Green Rewards and Compensation	0.263**	0.569**	0.370**	1

a. N = 144
*b. ** Correlation is significant at the 0.01 level (2-tailed)*
c. Dependent variable: Employee Performance
d. Independents variables: Green Performance Management and Appraisal, Green Training and Development, Green Rewards and Compensation.

Table 4.7 presents the correlation between green training and development, green rewards and compensation, green performance management and appraisal, and employee performance among lecturers in Universiti Poly-Tech Mara, Kuala Lumpur. The highest correlation in this study is between green performance management and assessment and employee performance, which is 0.271. Then, the association between green rewards and compensation and employee performance is 0.263. Moreover, the correlation between green training and development and employee performance is 0.263.

4.7 Multiple Regression Analysis

Regression analysis is a statistical method for simulating the connection between a dependent variable and one or more independent variables (Uyanik, 2013). Understanding the nature of this relationship and predicting or inferring the effects of changes in the independent variables on the dependent variable are the goals of regression analysis. The result of the analysis is presented in Table 4.9.

Table 4.8

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.335[a]	0.112	0.093	0.57562

a. *Predictors: (Constant), Green Performance Management and Appraisal, Green Training and Development, Green Rewards and Compensation.*
b. Dependent variable: Employee Performance.

According to the Table 4.8, the R square is 0.112 (11.2%). In other words, the result described that the three independent variables of this research, green training and development, green rewards and compensation, and green performance management and appraisal, are the determinants of lecturers in Universiti Poly-Tech Mara, Kuala Lumpur. Meanwhile, the remaining 88.8% of lecturers are influenced by other factors.

Table 4.9

Multiple Regression Analysis Results

Variables	B	Std. Error	Beta	t	Sig.
(Constant)	2.111	0.347		6.082	<0.001
Green Training and Development	0.146	0.080	0.155	1.810	0.072
Green Rewards and Compensation	0.093	0.0.84	0.110	1.096	0.275
Green Performance Management and Appraisal	0.152	0.0.85	0.171	1.781	0.077

a. Dependent Variable: Employee Performance

The multiple regression analysis is used to examine the relationship between dependent variable and independent variables. If β-value = $p<0.05$, it shows a significant relationship between dependent variable and independent variables. Based on the table above, green training and development are essential to employee performance ($\beta = 0.146$, $p<0.05$). Moreover, green performance management and appraisal are also significant to employee performance ($\beta = 0.152$, $p<0.05$) while green rewards and compensation are found not to be substantial to employee performance ($\beta = 0.093$, $p<0.05$).

4.8 Hypothesis Testing

Table 4.10 presents the results of hypothesis testing for this study. Based on the results, it showed that green training and development and green performance management and appraisal were supported.

Table 4.10

Summarize of Hypothesis

Hypothesis Statement	Results	Findings
H1: Green training and development has positive relationship and significantly influence employee performance	Significant	Supported
H2: Green rewards and compensation has positive relationship and significantly influence employee performance.	Not Significant	Not Supported
H3: Green performance management and appraisal has positive relationship and significantly influence employee performance.	Significant	Supported

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter describes the findings of the study. In addition, the discussion of the implications and limitations of the study is made explicit in this chapter. Then, suggestions that will be helpful for future research are also be covered. Finally, this chapter provides the study's conclusion.

5.2 Discussion of Findings

5.2.1 Green Training and Development and Employee Performance

The first objective of this research is to examine the relationship between green training and development and employee performance. According to the Pearson correlation analysis finding in Table 4.9, there is a significant relationship between green training and development and employee performance. This findings of a previous study by Masri & Jaaron (2016), who defined that "green training is one of the most crucial equipment to expand human resources and facilitate the transition to a greater sustainable society. According to the previous study (Perron, Cote, & Duffy, 2006), it is possible that the study could have highlighted how crucial it is for professors to acquire a diverse set of abilities in addition to technical expertise in environmentally friendly methods. For example, they might learn how to communicate, lead, think critically, and use sustainable training methods.

An issue of the external world is shifting circumstances. Natural ecological processes and consequences for humans mainly cause these modifications. This study provides new information on the effects of green training and development methods on employee performance. To assess the effectiveness of green training interventions for the organisation, the workforce, and the world around them, as well as learn more about how the various circumstances related to one another, a long-term investigation is necessary (Begum & Dr. M, 2023)

Green training and development involves training and developing employees within the organisation to enhance their capacity to perform their duties. Organisations implement green training and develop employees to reduce waste generation, promote recycling and design training programmes based on employee characteristics by organising telecommunication, videoconferencing, and voice calls to minimise long-distance corporate travel (Lakshmi & Ravi, 2023). Organisations also carry out awareness programmes about green practices to minimise the negative environmental impact on the organisation by organising workshops and seminars at admin.

5.2.2 Green Rewards and Compensation and Employee Performance

This study assesses the relationship between green rewards and compensation and employee performance. The findings showed that the most of the respondents disagreed that the using of green rewards and compensation positively employee performance.

Then, there is insignificant influence between green rewards and compensation on employee performance in private universities. Based on the regression analysis of the coefficient test, in which green rewards and compensation on employee performance have a value Beta coefficient of 0.093, it is to create an effective remuneration structure that helps the attainment of organisational and environmental goals by encouraging employees to engage in pro-environmental behaviour. A reward system related to the outcomes of ecological projects is more likely to encourage behaviour that supports the environment. Researchers Renwick, Redman, & Magiure (2012) found that involvement in green initiatives may be rewarded in a several of ways, including monetary (bonuses, profit sharing, and cash) and non-monetary (recognition, vacation, and awards). Rewards positively impact employee performance. Thus, the more the sustainable non-monetary awards the organizations offer, the greater the awareness of employee performance in the workforce. The assessment of the economic degree of employee performance by employees and financially permanent incentives did not significantly correlate (Kang, Hsiao, & Ni, 2022).

According to the previous study by Saeed et al. (2018), green compensation and rewards in the workplace are highly beneficial in motivating employees to improve their performance. Furthermore, there is an appreciation for tips or feedback concerning ways to integrate green performance in the workplace, which will elicit lots of suggestions from each employee. Furthermore, rewards can be offered to workers who demonstrate green performance at work to encourage other employees to do the same.

5.5.3 Green Performance Management and Appraisal and Employee Performance

The third research objective is identifies the relationship between green performance management and appraisal and employee performance. Thus, based on the result of Pearson analysis, there is a positive relationship between green performance management, appraisal and employee. Green performance management addresses challenges relating to the company's environmental concerns and regulations. It also focuses on the implementation of duty-related duties. When HR managers include green performance in project management systems, they protect the environment from damage. Today, some companies solve the performance management by implementing corporate-wide environmental performance standards and green information systems or audits to collect pertinent knowledge on sustainability (Rana & Arya, 2022).

However, based on the result of the regression analysis in determining the green performance management and appraisal, employee performance is significant—the green performance management, appraisal, and employee performance. According to Shafaei and Nejati (2019), green performance management focuses on employee environmental performance. Furthermore, organisations that prioritise environmental preservation tend to do better. Organisations typically use indicators to track the performance of their environment. They establish objectives or requirements to evaluate all personnel inside their organisation. The criteria are defined in combination with environmental occurrences, such as reducing carbon emissions and communicating environmental changes and policies. Green Performance Management is crucial for evaluating employees and managers and facilitating the following incentive programmes.

According to Masri and Jaaron (2016), the second most popular approach respondents was "green performance management and appraisal," which involves setting green targets, goals, and duties for staff members in advance and maintaining a record of assessments and individual green assessments. Due to its rarity in the literature, this particular outcome is only seen in organisations with high employee performance. Significant research on this subject also reveals that organisations' use of this approach needs more structured procedures.

5.3 Implications of the Study

5.3.1 Theoretical Implication

The theoretical implications of GHRM on employee performance are multifaceted and can be examined through theoretical lenses such as social exchange theory. According to this theory, employees are likely to reciprocate positive treatment from their organization. By implementing GHRM practices, organizations signal a commitment to employee well-being and societal welfare. This can foster a positive exchange relationship, where employees respond with increased commitment, engagement, and enhanced performance. Previous research (Pham, Zuzana, & Phan, 2019), has focused on HRM approaches that improve employee attitudes and responses. Few previous studies have examined this link from a green standpoint. The study recognises the direct impact of green training, green rewards, and green performance management on employee performance.

According to previous researcher Fawehinmi, Yusliza, Mohamad, Faezah, & Muhammad (2020), the specific exmaple is a large manufacturing company that decides to implement a series of environmental initiatives as part of its Green Human Resource Management (GHRM) strategy. These initiatives include measures such as reducing carbon emissions, implementing waste reduction programs, and promoting energy efficiency throughout its operations.

Employees within the company observe these initiatives and perceive them as a positive step towards environmental sustainability. They appreciate the organization's commitment to reducing its environmental impact and recognize the effort and resources invested in implementing these initiatives. As a result, employees feel a sense of reciprocity towards the organization. They believe that since the company is investing in initiatives that benefit the environment and society as a whole, they, as employees, should reciprocate by contributing to the organization's success in other ways.

5.3.2 Practical Implication

In terms of practical implications, the findings provide insights for organizations establishing GHRM strategies to improve employee performance. Building an environmental training system and an environmentally conscious socioeconomic status may encourage employees to commit to the green initiative. For example, organizations regularly give ecological education to employees and provide opportunities for them to implement the lessons they have learned. Furthermore, senior management should have policies to vigorously advocate environmental initiatives and communicate the organization's green objectives, knowledge, and beliefs to managers and employees. Furthermore, rewarding employees for their green performance, such as recognition and non-monetary and monetary incentives, is an essential technique to promote employee ecological consciousness in the workplace.

Prior research has yet to focus on the interactions of GHRM practices. Hence, this study aims to evaluate the impacts of GHRM practices on employee performance. Green training, green rewards, and green performance management and assessment all indirectly affect employee environmental commitment, influencing it considerably and favorably. Furthermore, the authors identify the critical importance of creating green human resource management in organizations. In terms of practicality, it is clear that becoming green with HRM practices is an additional obligation for the corporation, which results in a long-term competitive advantage.

As a result of the study, a few recommendations have been made to help lecturers exhibit their performance in this development era. For the management of the college, the organization itself should provide more support for the lecturers, as they are the backbone of the college. The concern and emotional support from the organization regarding the lecturer is crucial because it motivates them to be a good lecturer, thus ensuring that the students are attracted to the students.

Besides, by implementing this green training, they can examine the consequences of work-related difficulties in more detail and develop problem-solving strategies. In this way, it indirectly improves their inventive behaviour. To improve employee performance and avoid application issues, consider increasing the green reward amount. When implementing green rewards for employee performance, it's essential to ensure transparency, fairness, and alignment with the organization's sustainability objectives. By incorporating these guidelines, organizations may build a green performance culture where workers actively support and advance sustainability activities. This, in turn, may have a beneficial environmental impact and improve the company's overall reputation as a socially responsible and ecologically conscientious employer.

5.4 Limitations of the Study

This study has various limitations because the researcher was unable to control unforeseen factors while conducting the investigation. As a result, several limits have been identified, and numerous steps can be taken to address potential issues for future study in the field.

To begin, this study's data was acquired solely from lecturers at a private university. This can lead to prejudice and inaccuracies when interpreting the results. To eliminate any biases in findings, future researchers are advised to collect data from academics and management so that they can understand how the amount of creative conduct varies between lecturers and management.

Apart from that, the researcher disseminated the questionnaires to the target respondents with Dean's clearance. The researcher faces a hurdle in distributing questionnaires to respondents who wish to participate in this study. This is because the questionnaire should be sent by the Human Resources Department. The Human Resources Department may be concerned that if the questionnaire is completed, they would face bias in the workplace. Furthermore, some respondents are reluctant to cooperate with this poll because their names do not show in the portal. As a result, that situation will hinder the researcher's progress in collecting data from the target respondents.

5.5 Suggestions for Future Research

This study objectively aims to identify the impact of green human resource management on employee performance in private universities. Research findings for this study found that independent variables of green training and development conflict were significant to the dependent variable. Meanwhile, green rewards and compensation were not significant to employee performance. Based on the multiple regression analysis done in the previous chapter shows that two independent variables are involved, were contribute to employee performance with only 11.2%. The remaining 88.8% comes from another impact that influences employee performance. Hence, there are a few suggestions for future researcher that might be helpful for their research.

Future researchers might consider concentrating on Malaysia's education sector as a whole rather than just Kuala Lumpur. This is a result of the research being done to obtain fascinating data in both commercial and public sectors of the education business in both rural and urban places. In addition, to ensure that the results are correct and that no one is left out for future research, the researcher should gather data from employees at all levels of the organisation and collaborate with both domestic and foreign professors. Further, future research should consider other GHRM activities or other factors to be investigated among employees in private universities.

Finally, because of the time constraints, the study's data was gathered in a mere three weeks. Furthermore, the university was quite busy with lectures, and the lecturers took their time filling out the questionnaire. As a result, there weren't enough respondents to gather data. It is advised that future researchers gather data over a two months to prevent a lack of responses.

5.6 Conclusion

In conclusion, Green Human Resources Management (GHRM) significantly and complexly impacts employee performance. By incorporating environmentally sustainable practices into HR strategies and policies, organizations can foster a workplace in socioeconomic status that prioritizes sustainability while also contributing to employee performance and engagement.

Besides, GHRM corresponds with more significant community norms and ideals, which enhances an organization's legitimacy and reputation. Employees who regard their company as environmentally responsible are more likely to be satisfied, engaged, and committed. The unity of organizational ideals and personnel values might improve overall performance.

In a nutshell, GHRM represents a commitment to shared ideals and obligations rather than simply complying with environmental requirements.

As organizations increasingly see the value of sustainability, including green practices within HRM becomes a strategic priority. Employee performance is influenced not only by a company's efficiency and productivity but also by the overall well-being and job satisfaction of employees who are pleased to be a part of an organization that actively contributes to a more sustainable future. As a result, implementing GHRM principles helps the environment and establishes a constructive feedback cycle that improves employee performance and organizational success.

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APPENDIX 1 – SAMPLE OF QUESTIONNAIRE

Dear Respondents,

I am Master Human Resource Management student of Universiti Utara Malaysia and conducting this survey with entitled: The Impact of Green Human Resource Management on Employee Performance in Private University. It specifically for among lecturer in education industry to fulfil the Master's requirement of the university.

I understand that your time is valuable and many demands are made upon it by you heavy workload. However, your participation in this survey, which will require only about 10-15 minutes of your time, is vital to the success of this study.

All information provided in this questionnaire will be confidential for the present study purposes. No information pertaining to individuals will be divulged to any third person or organization. In sun, the information obtained in this study will be used purely for academic purposes only.

Sincerely,
Maizatul Akmal Binti Mahadi
Master Human Resource Management
Universiti Utara Malaysia
Tel No.: +6017-637 1846
Email: myzatul.mahadi@gmail.com

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

	Male
	Female

2. Age

	20 to 25
	26 to 35
	36 to 45
	46 to 55
	56 and above

3. Length of service

	Less than 1 year
	1-5 years
	6-10 years
	11-15 years
	More than 15 years

4. Education

	Degree
	Master
	PHD

5. Position

	Professor
	Associate Professor
	Senior Lecturer
	Lecturer

6. Current Salary

	RM 2,000 – RM 3,000
	RM 3,001 – RM 4,000
	RM 4,001 – RM 5,000
	RM 5,001 and above
	RM 2,000 – RM 3,000

SECTION B: IMPACT OF GREEN HUMAN RESOURCES MANAGEMENT

Green Training and Development						
No.	Green Training and Development	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	My organization provides environmental training to the organizational members to increase environmental awareness.					
2.	My organization takes into account the needs of environmental issues when training requirement analysed.					
3.	My organization follows induction programs that emphasize environmental issues concerns.					

4.	In my organization, all training materials are available online for employee to reduce paper cost.					
5.	In my organization, environmental training is a priority when compared to other types of company training.					

Green Rewards and Compensation						
No.	Green Rewards and Compensation	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	My organization links suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance					
2.	My organization offers a non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion)					
3.	In my organization, environmental performance is recognized publicly (awards, dinner, and publicity)					

Green Performance Management and Appraisal

Green Performance Management and Appraisal						
No	Green Performance Management and Appraisal	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	In my organization, employees know their specific green targets, goals and responsibilities					
2.	In my organization, environmental behavior/targets and contributions to environmental management are assessed and include in performance indicators/appraisal and recorded					
3.	In my organization, roles of manages in achieving green outcomes included in appraisals					
4.	My organization provides regular feedback to the					

	employees or teams to achieve environmental goals or improve their environmental performance					
5.	In my organization, corporate incorporates environmental management objectives and targets with the performance evaluation system of the organization					

PART C: EMPLOYEE PERFORMANCE

Employee Performance						
No.	Employee Performance	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	I easily identify problems and create solutions					
2.	I am calm and competent especially in unfamiliar situations					
3.	I find it easy to accomplish my tasks					
4.	I am able to initiate actions to solve problems					
5.	I am able to think clearly during work					
6.	I display a positive attitude in work					
7.	I am able to meet work deadlines					

APPENDIX 2: SPPSS OUTPUT

a) Demographic Information

1. Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	28.5	28.5	28.5
	Female	103	71.5	71.5	100.0
	Total	144	100.0	100.0	

2. Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 to 35	4	2.8	2.8	2.8
	36 to 45	25	17.4	17.4	20.1
	46 to 55	77	53.5	53.5	73.6
	56 and above	38	26.4	26.4	100.0
	Total	144	100.0	100.0	

3. Length of Service

Length of Service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 – 5 years	4	2.8	2.8	2.8
	6 – 10 years	36	25.0	25.0	27.8
	11 – 15 years	69	47.9	47.9	75.7
	More than 5 years	35	24.3	24.3	100.0
	Total	144	100.0	100.0	

4. Highest Education

Highest Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	7	4.9	4.9	4.9
	Master	49	34.0	34.0	38.9
	PHD	88	61.1	61.1	100.0
	Total	144	100.0	100.0	

5. Position

Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Professor	1	.7	.7	.7
	Associate Professor	9	6.3	6.3	6.9
	Senior Lecturer	75	52.1	52.1	59.0
	Lecturer	59	41.0	41.0	100.0
	Total	144	100.0	100.0	

6. Current Salary

Current Salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM3,001 – RM4,000	50	34.7	34.7	34.7
	RM4,001 – RM5,000	64	44.4	44.4	65.3
	RM5,001 and above	30	20.8	20.8	100.0
	Total	144	100.0	100.0	

b) Result Descriptive Statistic

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Green Training and Development	144	1.80	5.00	3.6653	.64508
Green Reward and Compensation	144	1.00	4.67	3.7130	.71894
Green Performance Management and Appraisal	144	1.60	4.80	3.6542	.68069
Employee Performance	144	1.43	4.57	3.5437	.60451
Valid N (listwise)	144				

c) Reliability Result

1. Reliability Result of Green Training and Development

Case Processing Summary			
		N	%
Cases	Valid	144	100.0
	Excluded[a]	0	.0
	Total	144	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.732	.737	5

Item Statistics			
	Mean	Std. Deviation	N
My organization provides environmental training to the organizational members to increase environmental awareness	3.83	1.058	144

My organization takes into account the needs of environmental issues when training requirement analyzed	3.67	.793	144
My organization follows induction programs that emphasize environmental issues concerns	3.62	.953	144
In my organization, all training materials are available online for employee to reduce paper cost	3.58	.881	144
In my organization, environmental training is a priority when compared to other types of company training	3.63	.938	144

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My organization provides environmental training to the organizational members to increase environmental awareness	14.49	6.615	.491	.315	.690
My organization takes into account the needs of environmental issues when training requirement analysed	14.66	7.415	.546	.354	.671
My organization follows induction programs that emphasize environmental issues concerns	14.71	7.229	.442	.210	.706
In my organization, all training materials are available online for employee to reduce paper cost	14.74	7.199	.513	.322	.678

In my organization, environmental training is a priority when compared to other types of company training	14.70	7.064	.493	.308	.685

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
18.33	10.403	3.225	5

2. Reliability Result of Green Rewards and Compensation

Case Processing Summary			
		N	%
Cases	Valid	144	100.0
	Excluded[a]	0	.0
	Total	144	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.768	.774	3

Item Statistics			
	Mean	Std. Deviation	N

My organization links suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance	3.58	1.198	144
My organization offers a non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion)	3.43	.973	144
In my organization, environmental performance is recognized publicly (awards, dinner, and publicity)	3.53	.931	144

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My organization links suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance	6.96	2.781	.611	.412	.697
My organization offers a non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion)	7.10	3.269	.694	.483	.592
In my organization, environmental performance is recognized publicly (awards, dinner, and publicity)	7.01	3.853	.530	.302	.764

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
10.53	6.656	2.580	3

3. Reliability Result of Green Performance Management and Appraisal

Case Processing Summary

		N	%
Cases	Valid	144	100.0
	Excluded[a]	0	.0
	Total	144	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.779	.780	5

Item Statistics

	Mean	Std. Deviation	N
In my organization, employees know their specific green targets, goals and responsibilities	3.64	1.094	144
In my organization, environmental behavior/targets and contributions to environmental management are assessed and include in performance indicators/appraisal and recorded	3.57	.866	144
In my organization, roles of manages in achieving green outcomes included in appraisals	3.67	.945	144

My organization provides regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance	3.74	.875	144
In my organization, corporate incorporates environmental management objectives and targets with the performance evaluation system of the organization	3.65	.873	144

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
In my organization, employees know their specific green targets, goals and responsibilities	14.63	7.087	.566	.486	.737
In my organization, environmental behavior/targets and contributions to environmental management are assessed and include in performance indicators/appraisal and recorded	14.70	7.987	.581	.405	.729

In my organization, roles of manages in achieving green outcomes included in appraisals	14.60	7.389	.643	.524	.706
My organization provides regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance	14.53	8.713	.408	.194	.782
In my organization, corporate incorporates environmental management objectives and targets with the performance evaluation system of the organization	14.62	7.942	.585	.439	.728

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
18.27	11.583	3.403	5

4. Reliability Result of Employee Performance

Case Processing Summary			
		N	%
Cases	Valid	144	100.0
	Excluded[a]	0	.0
	Total	144	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.826	.830	7

Item Statistics			
	Mean	Std. Deviation	N
I easily identify problems and create solutions	3.79	1.003	144
I am calm and competent especially in unfamiliar situations	3.53	.757	144
I find it easy to accomplish my tasks	3.58	.928	144
I am able to initiate actions to solve problems	3.51	.828	144
I am able to think clearly during work	3.45	.843	144
I display a positive attitude in work	3.55	.835	144
I am able to meet work deadlines	3.40	.831	144

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I easily identify problems and create solutions	21.01	13.091	.525	.346	.813
I am calm and competent especially in unfamiliar situations	21.28	13.726	.643	.499	.794
I find it easy to accomplish my tasks	21.23	13.213	.568	.435	.804
I am able to initiate actions to solve problems	21.30	14.435	.443	.288	.823
I am able to think clearly during work	21.35	13.307	.632	.516	.793
I display a positive attitude in work	21.26	13.241	.653	.529	.790
I am able to meet work deadlines	21.40	13.739	.565	.339	.804

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
24.81	17.906	4.232	7

Result of Pearson Correlation between Dependent Variable and Independent Variables

Correlations					
		Employee Performance	Green Performance Management and Appraisal	Green Training and Development	Green Reward and Compensation
Employee Performance	Pearson Correlation	1	.271**	.238**	.263**
	Sig. (2-tailed)		.001	.004	.001
	N	144	144	144	144
Green Performance Management and Appraisal	Pearson Correlation	.271**	1	.244**	.560**
	Sig. (2-tailed)	.001		.003	<.001
	N	144	144	144	144
Green Training and Development	Pearson Correlation	.238**	.244**	1	.370**
	Sig. (2-tailed)	.004	.003		<.001
	N	144	144	144	144
Green Rewards and Compensation	Pearson Correlation	.263**	.560**	.370**	1
	Sig. (2-tailed)	.001	<.001	<.001	
	N	144	144	144	144

**. Correlation is significant at the 0.01 level (2-tailed).

Multiple Regression

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Green Performance Management and Appraisal, Green Training and Development, Green Reward and Compensations	.	Enter
a. Dependent Variable: Employee Performance			
b. All requested variables entered.			

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.335[a]	.112	.093	.57562
a. Predictors: (Constant), Green Performance Management and Appraisal, Green Training and Development, Green Reward and Compensations				
b. Dependent Variable: Employee Performance				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.869	3	1.956	5.905	<.001[b]
	Residual	46.387	140	.331		
	Total	52.256	143			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Green Performance Management and Appraisal, Green Training and Development, Green Reward and Compensation						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.111	.347		6.082	<.001
	Green Training and Development	.146	.080	.155	1.810	.072
	Green Reward and Compensation	.093	.084	.110	1.096	.275
	Green Performance Management and Appraisal	.152	.085	.171	1.781	.077
a. Dependent Variable: Employee Performance						