International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2021, 11(4), 13-22.

The Influence of Green Performance Appraisal and Green Compensation to Improve Employee Performance through OCBE

Fathia Ardiza, Lenny C. Nawangsari, Ahmad H. Sutawijaya*

Universitas Mercu Buana, Jakarta, Indonesia. *Email: a.h.sutawijaya@mercubuana.ac.id

Received: 20 April 2021 **Accepted:** 25 June 2021 **DOI:** https://doi.org/10.32479/irmm.11632

ABSTRACT

This study aims to determine the effect of Green Performance Appraisal, Green Performance Appraisal and Green Compensation and Organizational Citizenship Behavior for the Environment/OCBE on employee performance in 2 groups of employees based on employee length of service. This type of research is quantitative using a survey method with a sample of 76 people. Data analysis using SEM with the Smart PLS program. This study proves that OCBE does not mediate the effect of Green Compensation and Rewards and Green Performance Appraisal on Employee Performance in groups of employees who have worked for <5 years. Meanwhile, for groups of employees who have worked for more than 5 years, OCBE only mediates the effect of Green Compensation and Rewards on Employee Performance.

Keywords: Green Performance Appraisal, Green Compensation and Reward, OCBE, Employee Performance
JEL Classifications: L2, J2

1. INTRODUCTION

In the era of globalization, all companies are required to continue to be innovative to achieve their competitive advantage. One of the things that the Company can do is to manage Human Resources effectively and efficiently. HR is an important asset for a company that must be managed properly in order to create company goals. For this reason, the company hopes that all employees can show their best performance. In facing the intense business competition, PT TELIN carries out various Human Resources management activities to achieve the best organizational performance. PT TELIN's Key Performance Indicator (KPI) data for 3 years (2016-2018 period) shows an increase in the number of employees who do not reach the KPI target so the company must be able to find a solution to the decline in employee performance.

Based on the above phenomena, a pre-survey was conducted to 20 employees of PT TELIN regarding the factors that affect employee performance. The survey results show 3 variables that are thought to affect employee performance, namely Organizational Citizenship Behavior for the Environment, Green Performance Appraisal and Green Compensation and Rewards.

Organizational Citizenship Behavior for the Environment/OCBE is an Environmental Management Practice and contributes to environmental efficiency. (Sudin and Zuliawati, 2018). OCBE is quite important for the success of an organization because basically an organization cannot anticipate all organizational behavior by relying on a formal job description only.

The Green Performance Appraisal is an employee performance appraisal of how well they are making progress towards a green environment. Green Compensation is a form of financial and non-financial compensation for the behavior of manifesting a green environment that is implemented by employees (Mandago, 2018).

This Journal is licensed under a Creative Commons Attribution 4.0 International License

Some of the things found in Prasurvey are that the company's System Green Performance Appraisal does not include employee involvement in environmental issues. The Green Compensation and Rewards system is not clear, so employees are not enthusiastic about doing green behavior or activities. Associated with OCBE is the lack of employee awareness of the importance of preserving the environment, which sometimes causes environmental problems and minimal contributions regarding the implementation of green environment for employees.

Several previous studies related to the above topic are Research conducted by Tulasi Das and Sreedhar (2016) proving that the Green Performance Appraisal which is applied as a system in the company has a positive effect on employee performance. This research is in line with the research of Nury et al. (2018) which states that the Green Performance Appraisal has an effect on performance. Meanwhile, research conducted by Pascual and Gomez-Mejia (2009) proves that Green Compensation and Rewards can be considered as potential tools to support environmental activities in organizations. Related to research on OCBE, it was explained by Jennifer and Barling (2017) that OCBE has an effect on employee performance. Based on phenomena and previous research, the authors are interested in examining the effect of Green Performance Appraisal, Green Compensation and Rewards and OCBE on employee performance in 2 groups of employees based on length of work.

2. LITERATURE REVIEW

2.1. Employee Performance

According to Mathis and Jackson (2006) the notion of performance is what employees do or don't do. Meanwhile, Robbins and Mary (2012) state that performance is also defined as a function of the interaction between ability and motivation so that performance = f (A x M). The dimensions of employee performance are: Quantity of Work, Quality of Work and Timeliness.

2.2. OCBE (Organizational Citizenship Behavior for the Environment)

The definition of OCBE is a social behavior of an individual and that is not explicitly recognized by formal reward systems and it contributes to a more effective environment of management by the organization. According to Boiral and Paille (2012), the dimensions at OCBE are Eco-initiatives, Eco-helping and Eco Civic Engagement.

2.3. Green Performance Appraisal

Green Performance Appraisal can be defined as the extent to which certain employees engage in behavior (actions and activities) and produce results with respect to greening over a certain period of time (Anton, 2016). While Pavitra (2017) states that the Green Performance Appraisal is an assessment of employee performance on how well they are making progress towards a green environment, the dimensions of the Green Performance Appraisal consist of Strategic Focus, Measurability, Completeness.

2.4. Green Compensation and Rewards

Green Compensation and Rewards is a financial and non-financial reward system that aims to attract, retain and motivate employees to contribute to green environmental goals (Rael, 2018). The dimensions of Green Compensation and Rewards are: Bonuses on Competence; Behavioral and Technical; Recognition for Green Environmental Performance and Incentives for acceptance of green environmental behavior.

The hypotheses in this study are:

H_1: Green Performance Appraisal affects OCBE
H_2: Green Compensation and Rewards has an effect on OCBE
H_3: Green Performance Appraisal affects Employee Performance
H_4: Green Compensation and Rewards affect Employee Performance
H_5: OCBE affects Employee Performance
H_6: Green Performance Appraisal affects Employee Performance through OCBE
H7: Green Compensation and Rewards affects Employee Performance through OCBE

3. RESEARCH METHODS

This type of research is a quantitative study using a survey method. The research object at PT TELIN with a sample of 76 people. Data analysis using SEM with the Smart PLS program.

4. ANALYSIS AND DISCUSSION

4.1. Evaluation of Measurement Model (Outer Model)

The evaluation of the measurement model (outer model) is carried out to determine the validity and reliability of the indicator and its latent variables. The measurement model has been analyzed based on PLS-SEM with the help of Smart PLS 3.0 (Ringle et al., 2015). For assessment of measurement models, factor loading, composite reliability, Cronbach's alpha, average extracted variance (AVE), and Discriminant validity. Figures 1 and 2 and Table 1 show the results of the measurement model.

The loading factor value used in this study is >0.6, so if there is a loading factor value <0.6 in the calculation result of the measurement model (outer model), it will be excluded from the model.

The results of the calculation of the measurement model using SEM PLS version 3.0, then look at the loading factor value, there are several indicators with the loading factor in each research variable that has met a value >0.6 as can be seen in Figures 1 and 2 and Table 1.

The loading factor value used in this study is> 0.6, so if there is a loading factor value <0.6 in the calculation result of the measurement model (outer model), it will be excluded from the model.

Tables 2 and 3, show the loading factor value, Cronbach›s alpha value, composite value and AVE. George and Mallery (2003) stated that Cronbach alpha of more than 0.7 ($\alpha > 0.9$) is very good. In the current study, more than 0.9 were excellent. In addition, AVE must be equal or more than 0.5 and the composite reliability

Figure 1: Loading factor measurement and structural modeling in Group 1 (employees who work more than 5 years)

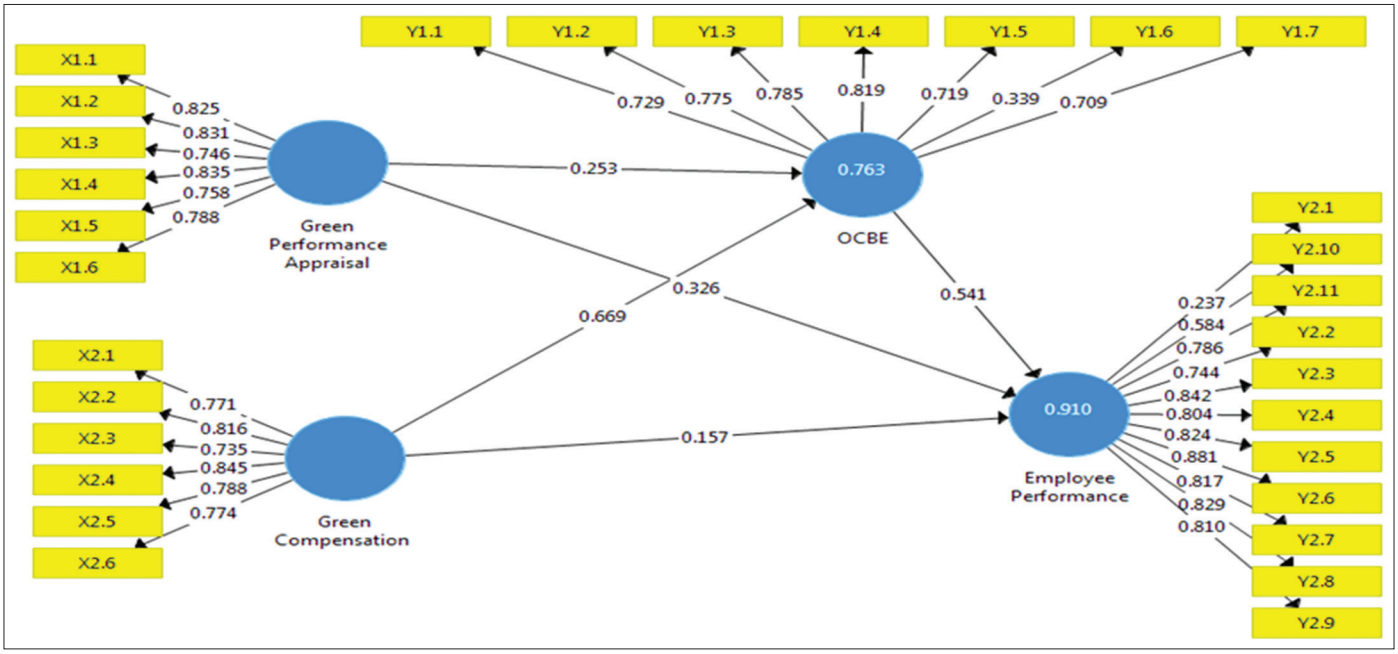
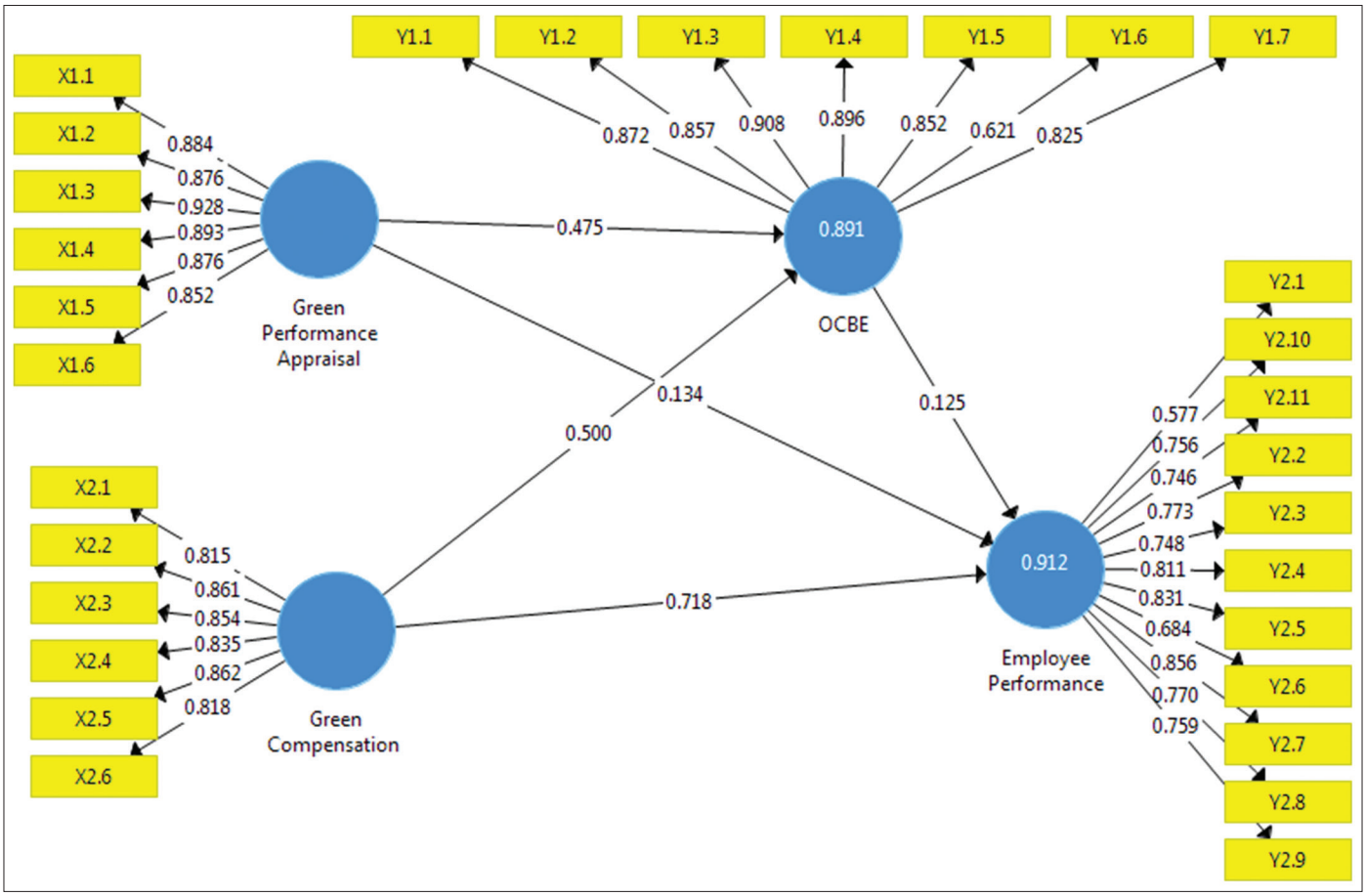


Figure 2: Loading Factor Measurement and Structural Modeling in Group 2 (employees who work <5 years)



value must be 0.7 or higher (Hair et al., 2013). In this study both AVE and composite were more than acceptable ranges for both group 1 and group 2. So that the measurement of the structural model was continued.

4.2. Evaluation of the Structural Model (Inner Model) or Hypothesis Testing

Assessment of the structural model After the assessment of the measurement model, the structural model is analyzed with the

Table 1: Initial loading factor of Group 1 and 2 measurement modeling

Variable	Indicator	Group 1	Group 2
Green performance appraisal	X1.1	0,825	0,884
	X1.2	0,831	0,876
	X1.3	0,746	0,928
	X1.4	0,835	0,893
	X1.5	0,758	0,876
	X1.6	0,788	0,852
Green compensation	X2.1	0,771	0,815
	X2.2	0,816	0,861
	X2.3	0,735	0,854
	X2.4	0,845	0,835
	X2.5	0,788	0,862
	X2.6	0,774	0,818
OCBE	Y1.1	0,729	0,872
	Y1.2	0,775	0,857
	Y1.3	0,785	0,908
	Y1.4	0,819	0,896
	Y1.5	0,719	0,852
	Y1.6	0,339	0,621
	Y1.7	0,709	0,825
Employee performance	Y2.1	0,237	0,577
	Y2.2	0,744	0,773
	Y2.3	0,842	0,748
	Y2.4	0,804	0,811
	Y2.5	0,824	0,831
	Y2.6	0,811	0,684
	Y2.7	0,817	0,856
	Y2.8	0,829	0,770
	Y2.9	0,810	0,759
	Y2.10	0,584	0,756
	Y2.11	0,786	0,746

Source : Primary data processed (2020)

help of Smart PLS 3. Evaluation of the structural model (inner model) or testing the hypothesis in this study through the steps of evaluating the path coefficient value, evaluating the value of R2, measuring the effect size f2, validates the overall structural model with the Goodness of Fit Index (GoF), and performs predictive relevance (Q2) testing. Testing the structural model of this study obtained the path coefficient results through calculate SmartPLS version 3.0 bootstrapping shown in Figures 3 and 4 and Table 4.

Evaluating the path coefficient value, based on the results of calculations using calculate SmartPLS version 3.0, the bootstrapping results are obtained by the path coefficient that describes the strength of the relationship or influence between constructs/variables as shown in Table 5.

Assessment of effect size levels using Cohen's f2 (Cohen and Levinthal, 1988). According to the defined criteria, the f2 values were equal to 0.0, 0.15, and 0.35 representing weak, moderate, and strong effect sizes. Table 6 provides a summary of the effect sizes. The results given in Table 6 show that in Group 1, the OCBE construct (0.783) has a strong effect size, the Green Performance Appraisal construct (0.551) has a strong effect size, while Green Compensation has a weak effect (0.035). In contrast, in Group 2, the OCBE construct (0.032) has a weak effect size, the Green Performance Appraisal (0.019) construct has a weak effect size, while Green Compensation has a strong effect (0.035). Therefore, this study concluded that the effect size f2 ranges from weak to strong according to the criteria. The value of R2 in Group 1 is 90.60%, this indicates that all constructs together

Table 2: Outer loading cronbach alpa, composite and AVE Group 1

Variable	Indicator	Loadings	Cronbanch alpha	Composite reliability	AVE
Green performance appraisal	X1.1	0,824	0,8859	0,9129	0,635
	X1.2	0,829			
	X1.3	0,745			
	X1.4	0,835			
	X1.5	0,759			
	X1.6	0,789			
Green compensasion	X2.1	0,771	0,8782	0,9080	0,6224
	X2.2	0,817			
	X2.3	0,737			
	X2.4	0,845			
	X2.5	0,786			
	X2.6	0,773			
OCBE	Y1.1	0,750	0,8539	0,8917	0,5789
	Y1.2	0,792			
	Y1.3	0,803			
	Y1.4	0,889			
	Y1.5	0,707			
	Y1.7	0,720			
Employee performance	Y2.2	0,734	0,9385	0,9483	0,6712
	Y2.3	0,853			
	Y2.4	0,802			
	Y2.5	0,882			
	Y2.6	0,881			
	Y2.7	0,823			
	Y2.8	0,831			
	Y2.9	0,826			
	Y2.11	0,793			

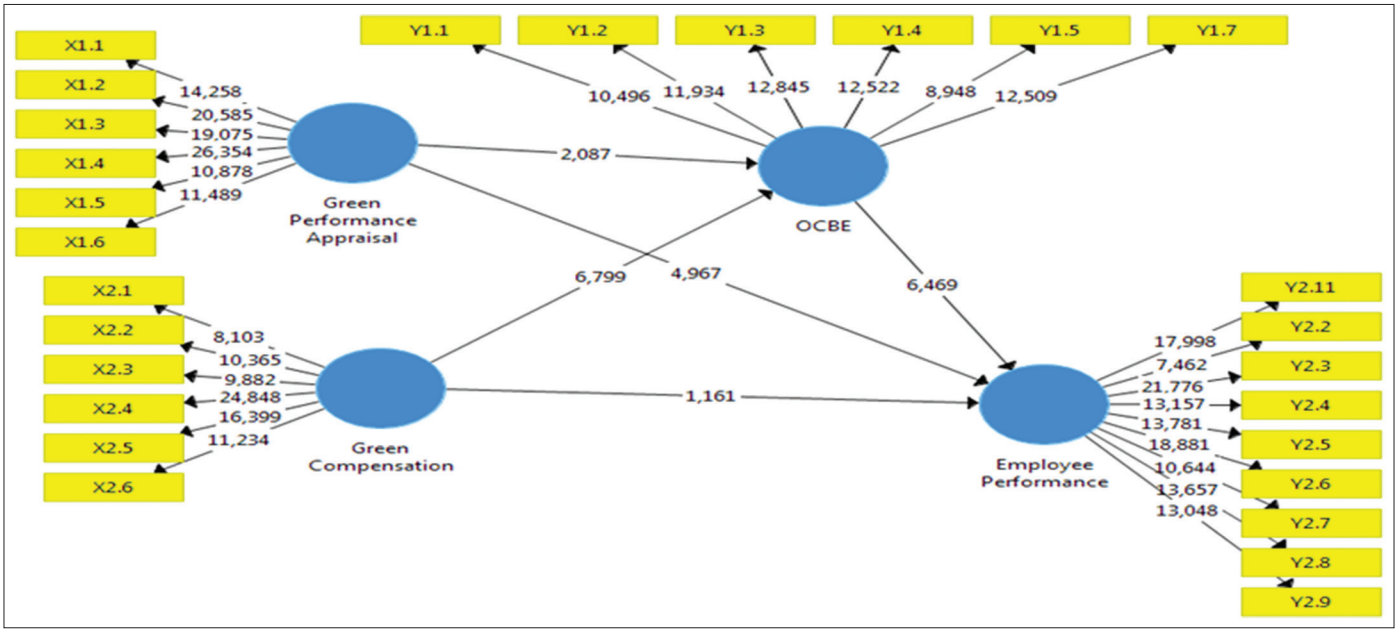
Source: Primary data processed (2020)

Table 3: Outer Loading Cronbach Alpa, Composite and AVE Group 2

Variable	Indicator	Loadings	Cronbanch alpha	Composite Reliability	AVE
Green performance appraisal	X1.1	0,885	0,945	0,956	0,784
	X1.2	0,876			
	X1.3	0,928			
	X1.4	0,893			
	X1.5	0,876			
	X1.6	0,852			
Green compensasion	X2.1	0,816	0,917	0,935	0,707
	X2.2	0,862			
	X2.3	0,855			
	X2.4	0,835			
	X2.5	0,861			
	X2.6	0,817			
OCBE	Y1.1	0,872	0,927	0,942	0,702
	Y1.2	0,857			
	Y1.3	0,908			
	Y1.4	0,895			
	Y1.5	0,852			
	Y1.6	0,623			
	Y1.7	0,825			
Employee performance	Y2.2	0,763	0,927	0,938	0,604
	Y2.3	0,744			
	Y2.4	0,782			
	Y2.5	0,751			
	Y2.6	0,813			
	Y2.7	0,821			
	Y2.8	0,682			
	Y2.9	0,857			
	Y2.10	0,778			
	Y2.11	0,767			

Source : Primary data processed (2020)

Figure 3: Bootsrapping results in Group 1



have a tendency to influence 90.60% of changes in the dependent variable (Employee Performance). Meanwhile, the R2 value in Group 2 is 91%, this indicates that all constructs together have a tendency to influence 91% of changes in the dependent variable (Employee Performance). Validation of the Overall Structural Model with the Goodness of Fit Index (GoF) and Q2 to validate the combined performance of the measurement model (outer model) and the structural model (inner model) which is obtained through the following calculations:

GoF For Group 1:

$$GoF = GoF = \sqrt{AVE \times R^2}$$

GoF = 0.754

Figure 4: Bootsrapping results in Group 2

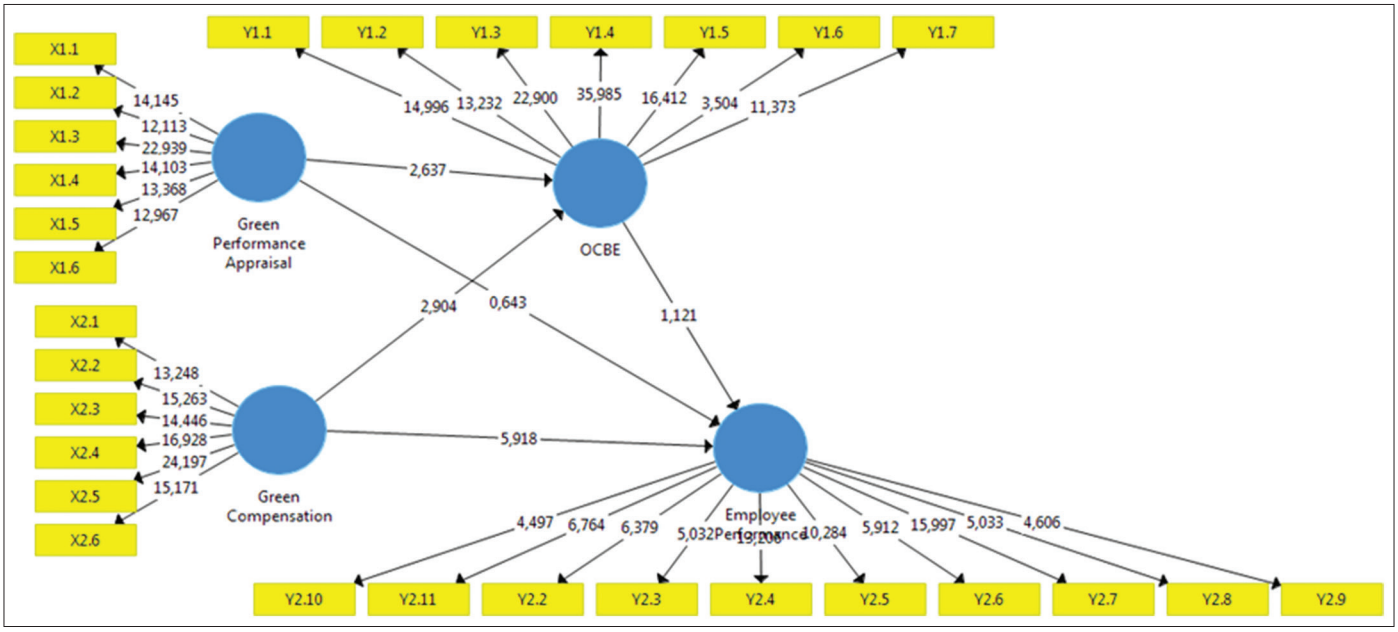


Table 4: The Result of Path Coefficient Test (Direct Effect) for Group 1 and Group 2

Group 1	Coefficient	Standard deviation	T Statistic	P Values	Conclusion
Green Performance Appraisal → OCBE	0,213	0,105	2,030	0,043	Significant
Green Compensation → OCBE	0,701	0,112	6,261	0,000	Significant
Green Performance Appraisal → Employee Performance	0,354	0,070	5,058	0,000	Significant
Green Compensation → Employee Performance	0,118	0,097	1,217	0,224	Not Significant
OCBE → Employee Performance	0,553	0,083	6,665	0,000	Significant
Green Performance Appraisal → OCBE	0,213	1,105	2,030	0,043	Significant
Group 2					
Green Performance Appraisal → OCBE	0,476	0,187	2,551	0,011	Significant
Green Compensation → OCBE	0,499	0,178	2,801	0,005	Significant
Green Performance Appraisal → Employee Performance	0,103	0,158	0,654	0,513	Not Significant
Green Compensation → Employee Performance	0,708	0,118	6,018	0,000	Significant
OCBE → Employee Performance	0,164	0,150	1,094	0,274	Not Significant

Source : Primary data processed (2020)

Table 5: Testing result of indirect effect in Group 1 and Group 2

Hypothesis	Relationship	Coefficient	Standard Deviation	T Statistic	P-values	Conclusion
Group 1						
H6	Green Performance Appraisal → OCBE □ Employee Performance	0,118	0,063	1,881	0,061	Not Significant
H7	Green Compensation → OCBE → Employee Performance	0,387	0,083	4,644	0,000	Signifivant
Group 2						
H8	Green Performance Appraisal → OCBE → Employee Performance	0,078	0,085	0,920	0,358	Not Significant
H9	Green Compensation → OCBE → Employee Performance	0,082	0,089	0,920	0,358	Not Significant

Source: Primary data processed (2020)

GoF for Group 2

$$GoF = \sqrt{AVE \times R^2}$$

GoF = 0.690

Information:

AVE Group 1 = (0.6365+0.6224+0.5789+0.6712)/4 = 0.6273

AVE Group 2 = (0.7840+0.7070+0.7020+0.6040)/4 = 0.5238

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.754 for Group 1 while for Group 2 it is 0.690. According to Ghazali (2016), the value of small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.36.

Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and the

Table 6: Value of R^2 and (f) 2 for Group 1 and Group 2

Group 1	R^2	$(f)^2$
Employee performance	0,906	
OCBE		0,783
Green Performance Appraisal		0,551
Green Compensation		0,035
Group 2		
Employee Performance	0,910	
OCBE		0,032
Green Performance Appraisal		0,019
Green Compensation		0,852

Source : Primary Data Processed (2020)

structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.36 (large scale GoF).

Q2 for Group 1

Q2 = 1–(1–R12) (1–R22)

Q2 = 1–(1–0.906)(1–0.760)

Q2 = 0.9775

Q2 for Group 2

Q2 = 1–(1–R12) (1–R22)

Q2 = 1–(1–0.910)(1–0.891)

Q2 = 0.9901

Based on the predictive relevance (Q2) calculation, it was obtained 0.9775 for Group 1, while Group 2 was 0.9901. In this research model, endogenous latent variables have a predictive relevance (Q2) value greater than 0 (zero) so that the exogenous latent variables as explanatory variables are able to predict the endogenous variable, namely Environment Performance, or in other words prove that this model is considered to have predictive relevance. either, for Group 1 or Group 2.

4.3. Hypothesis Test

The results of statistical calculations of the effect of the independent variable on the dependent variable are presented in

Table 5, presenting the results of the significance test of the structural model. The simultaneous effect of the Green Recruitment (X1), Green Training (X2), Employee Green Behavior (Y1), and Environment Performance (Y2) variables can be done by calculating the f/f statistic using the formula below.

Simultaneous Test For Group 1

R2 = 0,906 (Group 1)

$$F\ count = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

F count = 0.302/0.00275

F count = 109.703

Simultaneous Test For Group 2

R^2 = 0,910 (Group 2)

$$F\ count = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

F count = 0.3032/0.00266

F count = 114

The simultaneous significant test results showed that the calculated F value in this study was 109.70 for Group 1 while Group 2 obtained 114, the F table value at alpha 0.05 was 2.65. This means that f count> f Table (2.65), so together the Green Performance Appraisal, Green Compensation, OCBE (Y1) variables affect the Environment Employee Performance both in Group 1 and Group 2.

5. DISCUSSION

5.1. Hypothesis in Group 1 (Employees who Work for more than 5 years)

1. Hypothesis 1a: Green Performance Appraisal has a positive and significant effect on OCBE in Group 1

Hypothesis testing with the PLS approach produces a path coefficient of 0.213 with t statistics of 2.03 greater than the value of t table = 1.96, and the value of P = 0.043 which is smaller than $\alpha = 0.05$. The coefficient value is positive, meaning that the Green Performance Appraisal has a positive and significant effect on OCBE by 21.30%. Thus, the H1a hypothesis in this study which states that "Green Performance Appraisal has a positive and significant effect on OCBE in Group 1" is accepted. Group 1 employees stated that the most dominant dimension of the Green Performance Appraisal was related to Analytical Thinking, where employees already understood green environmental behavior and greening systems in the workplace.

2. Hypothesis 2a: Green Compensation and Rewards has a positive and significant effect on OCBE in Group 1

Hypothesis testing with the PLS approach produces a path coefficient of 0.701 with t statistics of 6.261, which is greater than the value of t table = 1.96, and the value of P = 0.00 which is smaller than $\alpha = 0.05$. The coefficient value is positive, meaning that Green Compensation and Rewards has a positive and significant effect on OCBE by 70.10%. Thus the H2a hypothesis in this study which states that "Green Compensation and Rewards has a positive and significant effect on OCBE in Group 1" is accepted.

Group 1 employees stated that the dimension most influential was recognition for Green Environmental Performance.

Where employees will be happy if they get a certain bonus if they contribute ideas and organize an event related to environmental management.

3. Hypothesis 3a: Green Performance Appraisal has a positive and significant effect on Employee Performance in Group 1.

Hypothesis testing with the PLS approach produces a path coefficient of 0.354 with t statistics of 5.058, which is greater than the value of t table = 1.96, and the value of P = 0.00 which is smaller than $\alpha = 0.05$. The coefficient value is positive, meaning that the Green Performance Appraisal has a positive and significant effect on Employee Performance by 35.40%. Thus the hypothesis H3a in this study which states that "Green Performance Appraisal has a positive and significant effect on Employee Performance in Group 1" is accepted. The results of the study

inform that the less influential dimension is the strategic focus on planning skills, which takes into account the short-term and long-term performance of employees. Employees argue that the Green Performance Appraisal in the workplace does not include long-term and short-term strategies for planning future employee performance and skills.

4. Hypothesis 4a: Green Compensation and Rewards has a positive and significant effect on Employee Performance in Group 1

Hypothesis testing with the PLS approach produces a path coefficient of 0.118 with t statistics of 1.217 smaller than the value of t table = 1.96, and the value of P = 0.00 which is smaller than α = 0.05. The coefficient value is positive, meaning that Green Compensation and Rewards does not have a positive and significant effect on Employee Performance. Thus the hypothesis H4a in this study which states that "Green Compensation and Rewards has a positive and significant effect on Employee Performance in Group 1" is rejected. Behavior and Technical in the implementation of Green Compensation and Rewards. Where the company has not been optimal in providing time and special funds to organize events about green environment. This is what allows employees to not optimally support the Green Compensation and Rewards program which will later affect their performance.

5. Hypothesis 5a: OCBE has a positive and significant effect on Employee Performance in Group 1

Hypothesis testing with the PLS approach produces a path coefficient of 0.553 with t statistics of 6.665, which is greater than the value of t table = 1.96, and the value of P = 0.00 which is smaller than α = 0.05. The coefficient value is positive, meaning that OCBE has a positive and significant effect on Employee Performance by 35.40%. Thus, hypothesis H5a in this study which states that "OCBE has a positive and significant effect on Employee Performance in Group 1" is accepted. This research proves that good OCBE implementation in an organization will affect employee performance. Group 1 employees stated that the CSR program in the workplace includes environmental management systems.

6. Hypothesis 6a: Green Performance Appraisal has a positive and significant effect on Employee Performance mediated by OCBE in Group 1

Hypothesis testing with the PLS approach produces a path coefficient of 0.118, with a t statistics of 1.881 greater than the value of t table = 1.96, and the value of P = 0.061 which is greater than α = 0.05. This means that OCBE does not have a positive and significant effect on Employee Performance. Thus the hypothesis H6a in this study which states that "Green Performance Appraisal has a positive and significant effect on OCBE-mediated Employee Performance in Group 1" is rejected.

This means that OCBE does not mediate the effect of the Green Performance Appraisal on Employee performance. In OCBE, the weak dimension is related to Eco-civic engagement, namely employee involvement with environmental problems. Some employees are still unwilling to advise colleagues on how to protect the environment more effectively. This condition makes OCBE not optimally implemented so that its role does not have a significant influence to strengthen the effect of the Green Performance Appraisal on Employee performance.

7. Hypothesis 7a: Green Compensation and Rewards have a positive and significant effect on Employee Performance mediated by OCBE in Group 1

Hypothesis testing with the PLS approach produces a path coefficient of 0.387, with a t statistics of 4.644 greater than the value of t table = 1.96, and the value of P = 0.00 which is smaller than α = 0.05. The coefficient value is positive, meaning that OCBE has a positive and significant effect on Employee Performance of 38.87%. Thus the hypothesis H7a in this study which states that "Green Compensation has a positive and significant effect on Employee Performance mediated by OCBE in Group 1" is accepted.

The opinion of employees regarding Employee performance in this study is that most of them stated that they had worked efficiently but they also realized that they were not optimal in achieving the target on the quality of work results; for example, they are not on time to finish the job.

5.2. Hypothesis in Group 2 (employees who work for <5 years)

1. Hypothesis 1b: Green Performance Appraisal has a positive and significant effect on OCBE in Group 2

Hypothesis testing produces a path coefficient of 0.476 with t statistics of 2.551 which is greater than the value of t table = 1.96, and the value of P = 0.011 which is smaller than α = 0.05. The coefficient value is positive, meaning that the Green Performance Appraisal has a positive and significant effect on OCBE by 47.60%. Thus, the H1a hypothesis in this study which states that "Green Performance Appraisal has a positive and significant effect on OCBE in Group 2" is accepted. The most dominant dimension influencing this research is Measurability, namely the Ease of Measuring the Green Efficiency Assessment Performance Component. Employees argue that the Green Performance Appraisal in the workplace includes involvement in environmental issues and greening environmental systems.

2. Hypothesis 2b: Green Compensation and Rewards has a positive and significant effect on OCBE in Group 2

Hypothesis testing with the PLS approach produces a path coefficient of 0.499 with t statistics of 2.801, which is greater than the value of t table = 1.96, and the value of P = 0.005 which is smaller than α = 0.05. The coefficient value is positive, meaning that Green Compensation and Rewards has a positive and significant effect on OCBE at 49.90%. Thus the hypothesis H2b. in this study which states that "Green Compensation and Rewards have a positive and significant effect on OCBE in Group 2" is accepted. The most dominant

implementation of Green Compensation and Rewards according to Group 2 employees is the technical behavior of Green Compensation and Rewards. In this case the employee expresses his satisfaction regarding payroll. They argue that the difference in salaries between parts of the company has met expectations. Employee satisfaction in payroll will encourage them to behave in good OCBE.

3. Hypothesis 3b: Green Performance Appraisal has a positive and significant effect on Employee Performance in Group 2

Hypothesis testing produces a path coefficient of 0.103 with t statistics of 0.665, which is smaller than the value of t table = 1.96, and the value of P = 0.513 which is smaller than α = 0.05. The coefficient value is positive, meaning that the Green Performance Appraisal has no positive and significant effect on Employee Performance. Thus the H3b hypothesis in this study which states that "Green Performance Appraisal has a positive and significant effect on Employee Performance in Group 2" is rejected. Group 2 employees stated that the implementation of the Green Performance Appraisal was still not optimal in terms of system and time. This is what then causes.

Green Performance Appraisal does not affect Employee Performance.

4. Hypothesis 4b: Green Compensation and Rewards has a positive and significant effect on Employee Performance in Group 2 group

Hypothesis testing with the PLS approach produces a path coefficient of 0.708 with t statistics of 6.018 smaller than the value of t table = 1.96, and the value of P = 0.00 which is smaller than α = 0.05. The coefficient value is positive, meaning that Green Compensation and Rewards has a positive and significant effect on Employee Performance by 70.80%. Thus the H4b hypothesis in this study which states that "Green Compensation and Rewards has a positive and significant effect on Employee Performance in Group 2" is accepted.

The results of this study state that the dominant thing related to performance is that employees can complete work and are able to work independently. Good implementation of Green Compensation and Rewards will affect employee performance.

5. Hypothesis 5b: OCBE has a positive and significant effect on Employee Performance in Group 2

Hypothesis testing using the PLS approach produces a path coefficient of 0.164 with t statistics of 1.094 smaller than the value of t table = 1.96, and the value of P = 0.274 which is greater than α = 0.05. The coefficient value is positive, meaning that OCBE has no positive and significant effect on Employee Performance.

Thus the hypothesis H5b in this study which states that "OCBE has a positive and significant effect on Employee Performance in Group 2" is rejected.

This research informs the dominant dimensions of OCBE in relation to Eco-civic engagement, namely awareness to help create a green environment, for example employees always keep used paper and will be reused if needed. Meanwhile, what is lacking is employee involvement with environmental problems, namely that the active participation of employees is not maximal in environmental events organized by the Company. This is why in this study OCBE has no effect on Employee Performance.

6. Hypothesis 6b: Green Performance Appraisal has a positive and significant effect on Employee Performance mediated by OCBE in Group 2

Hypothesis testing with the PLS approach produces a path coefficient of 0.078, with t statistics of 0.920 smaller than the value of t table = 1.96, and the value of P = 0.00 which is greater than α = 0.05. This means that OCBE has no positive and significant effect on Employee Performance. Thus the hypothesis H6b in this study which states that "Green Performance Appraisal has a positive and significant effect on Employee Performance mediated by OCBE in Group 2" is rejected. The 2 millennia group usually likes flexibility as evidenced in this study. This flexibility is also reflected in their statement that in their work they do not pay much attention to punctuality according to office hours.

7. Hypothesis 7b: Green Compensation and Rewards has a positive and significant effect on Employee Performance mediated by OCBE in Group 2

Hypothesis testing with the PLS approach produces a path coefficient of 0.082, with t statistics of 0.920 smaller than the value of t table = 1.96, and the value of P = 0.358 which is greater than α = 0.05. This means that OCBE has no positive and significant effect on Employee Performance. Thus the hypothesis H7b in this study which states that "Green Compensation has a positive and significant effect on Employee Performance mediated by OCBE in Group 2" is rejected. This study proves that OCBE does not mediate the effect of Green Compensation on Employee Performance. According to Group 2 employees, the implementation of Green Compensation and Rewards is not optimal because companies do not have the right Green Compensation and Rewards system so that employees are not motivated to have a caring attitude towards a green environment.

6. CONCLUSION

The conclusion of this study is:
Group 1 employees (employees who have worked for more than 5 years)

1. Green Performance Appraisal and Green Compensation and Rewards affect OCBE
2. Green Performance Appraisal and OCBE affect Employee Performance
3. Green Compensation and Rewards have no effect on Employee Performance
4. Green Compensation and Rewards have an effect on Employee Performance through OCBE while Green Performance Appraisal has no effect on Employee Performance through OCBE.

Group 2 employees (employees who have worked for less than 5 years)

1. Green Performance Appraisal and Green Compensation and Rewards affect OCBE
2. Green Compensation and Rewards affect Employee Performance
3. Green Performance Appraisal and OCBE have no effect on Employee Performance
4. Green Compensation and Rewards and Green Performance Appraisal have no effect on Employee Performance through OCBE.

Suggestions for organizations related to research results are

1. Companies should develop strategies and systems for Green Performance Appraisal and Green Compensation and Rewards that are more integrated in the Human Resources management system
2. Companies can create programs to motivate employees to have green environmental behavior at work
3. The company provides training to improve the quality of the work of its employees.
4. For further researchers, it is hoped that they can develop existing models and explore other variables related to Green Human Resources Management that affect OCBE and employee performance.

REFERENCES

Anton, A. (2016), Green human resource management practices: A review. Sri Lankan Journal of Human Resource Management, 5(1), 1-16.

Boiral, O., Paille, P. (2012), Organizational citizenship behaviour for the environment. Journal of Business Ethics, 109, 431-445.

Cohen, W.M., Levinthal, D.A. (1988), Innovation and learning: The two faces of R and D. The Economic Journal, 99(397), 569-596.

George, D., Mallery, M. (2003), Using SPSS for Windows Step by Step: A Simple Guide and Reference. Boston: Allyn and Bacon.

Hair, J.F., Ringle, C.M., Sarstedt, M. (2013), Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. Long Range Planning, 46(1-2), 1-12.

Jennifer, L.R., Barling, J. (2017), Toward a new measure of organizational environmental citizenship behaviour. Journal of Business Research, 75, 57-66.

Mandago, J.R. (2018), Influence of green reward and compensation practice on evironmental sustainability in selected service based state corporations in Kenya. European Journal of Business and Management, 3(6), 1-12.

Mathis, R.L., Jackson, J.H. (2006), Human Resource Management: Manajemen Sumber Daya Manusia. Yogyakarta: Edisi Ketiga, STIE YPKN.

Nury, A.W., Rini, S.W., Siti, R. (2018), Employee Performance Measurement Development Based on Green HRM Indicators. United States: CE-BEES 2018 International Conference on Economics, Business and Economic Education 2018.

Pascual, B., Gomez-Mejia, L.R. (2009), Environmental performance and executive compensation: An integrated agency-institutional perspective.The Academy of Management Journal, 52(1), 103-126.

Pavitra, M. (2017), Green human resource management: A framework for sustainable organizational development in an emerging economy. International Journal of Organizational Analysis, 25(5), 762-788.

Rael, J.M. (2018), Influence of green reward and compensation practice on environmental sustainability in selected service based state corporations in Kenya. European Journal Of Business And Strategic Management, 3(6), 1-12.

Ringle, C.M., Wende, S., Becker, J.M. (2015), Smart PLS 3. Boenningstedt: Smart PLS GmbH. Available from: http://www.smartpls.com.

Robbins, P.S., Mary, C. (2012), Manajemen. Jakarta: Erlangga.

Sudin, S.S., Zuliawati, M.S. (2018), Exploring the Relationship of Green HRM, EMS, and Corporate Environmental Citizenship Behaviour. Istanbul, Turkey: International Conference on Education and Social Sciences

Tulasi Das, V., Sreedhar, R.B. (2016), Employee perception towards green HRM: An investigative study. EPRA International Journal of Economic and Business Review, 4(9), 101-112.