

# THE INFLUENCE OF JOB RELATED ANXIETY AND GREEN HUMAN RESOURCE MANAGEMENT PRACTICE ON JOB PERFORMANCE WITH EMPLOYEE BEHAVIOR AS A MEDIATING VARIABLE AT PT SAMATOR GAS INDUSTRI TEBING TINGGI

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## Abstract

The type of research used is quantitative research, a research method that places greater emphasis on the aspect of objective measurement of social phenomena. The data source used in this research is a primary data source which was directly collected by the researcher from the first source. The data analysis method used by researchers is the Structural Equation Model (SEM) based on Partial Least Square (PLS). Based on the research results, the first hypothesis is that Job Related Anxiety (X1) has a significant influence on the Employee Behavior (Z) variable. The second hypothesis is that Green Human Resource Management Practice (X2) has a significant influence on the Employee Behavior variable (Z). The third hypothesis is that Job Related Anxiety (X1) has a significant influence on the Job Performance variable (Y). The fourth hypothesis is that Green Human Resource Management Practice (X2) has a significant influence on the Job Performance variable (Y). The fifth hypothesis is that Employee Behavior (Z) has a significant influence on the Job Performance (Y) variable. The sixth hypothesis concludes that Employee Behavior (Z) has a positive and significant effect in mediating Job Related Anxiety (X1) on Job Performance (Y). The seventh hypothesis concludes that Employee Behavior (Z) has a positive and significant effect in mediating Green Human Resource Management Practice (X2) on Job Performance (Y).

**Keywords:** *Job Related Anxiety, Green Human Resource Management Practice, Employee Behavior and Job Performance*

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## 1. INTRODUCTION

The rapid development of the business world encourages actors to become more competitive. To be able to win competitions in the business world, qualified human resources are needed, companies really need employees to carry out their activities so that the company can achieve predetermined targets. The company places human resource development as a top priority because whether a company progresses or not is determined by the quality of its human resources and competencies. The better the quality of human resources, the better the company's performance will be. Companies must be able to maintain overall organizational performance, both individual and group performance. In this case, human resources play an important role in improving performance, company success and the effectiveness of an organization.

GHRM not only involves increasing awareness of environmental management but also includes the socio-economic welfare of organizations and employees in general (Yusliza et al, 2019). In the literature, the extent of green HRM has often been studied on a continuum of all HRM practices, namely job position analysis and description, recruitment and selection, training and development, performance appraisal, and rewards (Yong, et al, 2016; Renwick, et al, 2013; Jabbour, et al, 2010). PT Samator Gas Industri is the largest industrial gas company in Indonesia which was founded by a national entrepreneur named Arief Harsono in 1975. The performance of its employees meets the company's performance standards, not only in terms of quality and quantity, but the work time is in accordance with the predetermined target time. the company. PT Samator also maximizes human resource capabilities to achieve maximum results. The company

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has used technology in carrying out work. Apart from making work more efficient, employees can also increase their knowledge in technology. PT. Samator Gas Industri Tebing Tinggi branch is one of the distribution networks and gas filling stations and is a marketing office for the products of the manufacturer, PT. SGI is a subsidiary of SAMATOR GROUP which has its head office at Graha Pangeran Building, Jl. Gen. A. Yani No. 286, Surabaya. With the vision of becoming the most desired company, continuing to grow and develop by utilizing natural resources that provide benefits for life, Samator Group always strives to meet the needs of industries that require industrial gas supplies spread throughout the archipelago. The variety of services and products offered by the Samator Group means that Samator Group products are able to meet the needs of various industries ranging from those using high technology to simple technology.

All employees in this company are the spearhead of the company's success. According to the Sales Manager of PT. SGI Tebing Tinggi, this company has problems in managing human resources. Good employee management and environmentally friendly human resources will of course foster good performance too. Increased company performance can occur if employees have a good level of employee behavior within them. One way that employees can have anxiety regarding work and environmentally friendly human resource management practices for the company can be by providing motivation to employees such as (training, gatherings, etc.) so that employees will feel at home and feel comfortable working within the company, but in PT. SGI Tebing Tinggi is seen as not having a significant impact on employee behavior. However, creating GHRM is not easy because performance can be created if the variables that influence it, including work motivation, leadership and organizational/company culture, can be accommodated well and accepted by all employees in an organization/company. PT. Tebing Tinggi branch of Samator Gas Industri is also facing problems in company performance in the form of declining sales targets. Targets and realization can be seen in Table 1.1.

**Table 1.1**  
**Percentage of Target Achievement**

| <b>Quarterly</b> | <b>Target</b> | <b>Realization</b> | <b>Percentage of Achievement</b> |
|------------------|---------------|--------------------|----------------------------------|
| Quarter 1        | 3,860,083,288 | 3,735,608,458      | 96.78                            |
| Quarter 2        | 4,673,145,763 | 3,809,932,613      | 81.53                            |
| Quarter 3        | 5,407,937,134 | 3,984,192,343      | 73.67                            |

**Source: 2024 Research Data**

Judging from table 1.1 above, there has been a decrease in the percentage of achievement of targets determined by the company. This can be concluded that the company's performance over the three quarters has decreased. From the company PT. Samator Gas Industri Tebing Tinggi branch has many concepts that can be applied, namely Recycle, Recovery, Reduce, Reuse, Refine, and Retrieve energy. Recycling reuses materials or waste using the same system. Recovery means the use of special materials from waste to be processed for other purposes. Reduce means reducing the amount of waste by maximizing the use of materials. Reuse means reusing materials that are unused or have been in the form of waste and are processed in different ways. Refine means using environmentally friendly materials and through a system that is safer than previous technology and Retrieve Energy, namely saving power in a production system (Rantao 2012). The aim of the research is to find out an overview of the implementation of Green Human Resource Management in gas companies.

It cannot be denied that caring for the earth has recently become a very popular and relevant topic. Concern for climate change and community development is a necessity for companies. This is what makes researchers interested in exploring it further. The implementation of Green HRM will create employees at PT. Tebing Tinggi Branch Industrial Gas Samator to develop and maintain a green environment so that they provide maximum contribution individually. HRM practices in implementing environmentally friendly concepts can be carried out through the recruitment and

selection function, namely by including environmental elements in the company's recruitment, communicating the company's policy/commitment to environmental sustainability during the recruitment process, informing that the company will recruit prospective employees who have environmental management competencies. (Astuti and Wahyuni, 2018).

PT. Tebing Tinggi branch of Samator Gas Industri is a company that realizes that environmental sustainability is a global issue that demands collective concern. This cannot be separated from the condition that environmental damage, both earth, water and air, is increasingly evident. Without collective movement and concern, environmental damage in the future will become more severe, which will ultimately disrupt human activities as a whole. The seriousness of PT. Samator Gas Industri Tebing Tinggi branch in building PT. Samator Gas Industri, Tebing Tinggi branch, has become a sustainable company with long-term policies and plans as well as short-term strategies in the field of sustainability.

PT. Samator Gas Industri Tebing Tinggi branch implements ISO 14001 which is an international standard regarding environmental management and applies the 3R principle (Reduce, Reuse and Recycle) (Angkasa Pura Sustainability Report 2019). By implementing ISO 14001, PT. Samator Gas Industri Tebing Tinggi branch is committed to protecting the environment, especially preventing the company from negative impacts. As a real form of commitment to environmental preservation, PT. The Tebing Tinggi branch of Samator Gas Industri certainly needs to reduce the use of gas, water and electricity. Implementing environmentally friendly activities like this will help reduce various environmental problems that occur in the future.

Based on a review of observations made by the author regarding Green Human Resource Management practices at PT. Samator Gas Industri Tebing Tinggi branch, it was found that PT. Samator Gas Industri Tebing Tinggi branch has not fully implemented the Green Human Resource Management model in their human resource management practices. The regulations applied to employees are a form of green or environmentally friendly behavior that can support Green Human Resource Management practices. When environmental management is combined with human resource management so that they become closely related, that is where Green Human Resource Management can be applied. Green Human Resource Management is an innovative approach to performance and function. HR in an organization where the environment is the main basis for implementing this concept. Green Human Resource Management has been increasingly promoted in the last decade as a proactive response that organizations can take to improve environmental performance (Dumont et al., 2017; Guerçi et al, 2016; Renwick, et al, 2013; Jackson & Seo, 2010).

## **2. LITERATURE REVIEW**

### **Job Related Anxiety**

Job Related Anxiety can be interpreted as a condition when individuals are unable to make decisions because of circumstances that are hampered in the process of deciding something (Mariah et al., 2020). Job Related Anxiety is anxiety that exists in individual career problems, when facing the career development process (Pisarik et al., 2017). Job Related Anxiety about a career can be said to be a feeling of discomfort related to failure in education or unemployment which is related to the career development process (Vignoli, 2015). When individuals cannot make decisions, feelings of anxiety will arise which cause individuals to be unable to make decisions. Therefore, Job Related Anxiety is a negative obstacle to career decisions and career development (Tsai et al., 2017).

### **Green Human Resource Management Practice**

Green Human Resource Management (GHRM) is an innovative approach to HR performance and functions in an organization, where the environmental context is the basis of all initiatives undertaken. Green Human Resource Management (GRHM) is stated as the involvement of all activities in the development, implementation and maintenance of sustainable systems aimed at making organizational employees environmentally friendly (Owino & Kwasira, 2016).

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**Job Performance**

According to Diamantidis & Chatzoglou (2019) job performance is the level at which the productivity level of an individual employee meets the company's performance standards. Apart from that, job performance can also be defined as a person's efforts in carrying out their duties and work. According to Motowidlo & Kell (2012) Job performance is defined as the total expected value for an organization from different behavioral events carried out by each individual within a certain standard time period.

**Employee Behavior**

Employee Behavior is all actions that show behavior brought by an employee from their home environment and applied to other employees and their environment (Raynaldo & Hadi, 2016). Employee Behavior is an individual's response or reaction that arises in the form of a person's actions or attitudes or opinions regarding their work, the working conditions experienced in the work environment and the management's treatment of the employees themselves.

**3. IMPLEMENTATION METHOD**

**Types of research**

The type of research used is quantitative research. According to (Sugiyono, 2016), quantitative research is a research method that places more emphasis on the aspect of objective measurement of social phenomena. To carry out measurements, each social phenomenon is described in several problem components, variables and indicators. The aim of quantitative research is to develop and use mathematical models, theories or hypotheses related to natural phenomena. The measurement process is a central part of quantitative research, because it provides a fundamental link between empirical observations and the mathematical expression of quantitative relationships.

**Data source**

The data source used in this research is a primary data source which was directly collected by the researcher from the first source. Primary data sources can be the opinions of subjects (people) individually or in groups, the results of observations of objects (physical), events or activities and test results obtained directly from original sources (not through intermediary media).

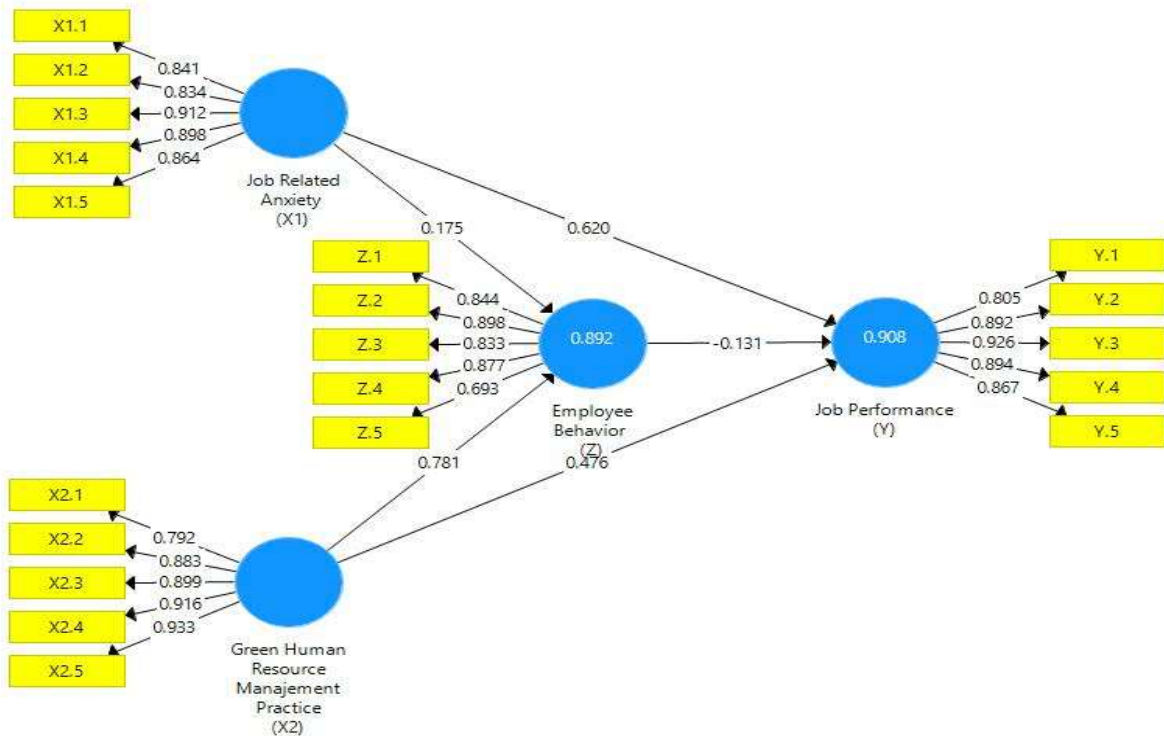
**Data analysis method**

The data analysis method used by researchers is Structural Equation Model (SEM) based on Partial Least Square (PLS). PLS (Partial Least Square) is a variant-based structural equation analysis (SEM) that can simultaneously test measurement models as well as test structural models. The measurement model is used to test validity and reliability, while the structural model is used to test causality (testing hypotheses with prediction models). Apart from that, this PLS software explains the relationship between variables to carry out analysis in one test. The aim of PLS is to help researchers to confirm theories and to explain whether or not there is a relationship between latent (predicted) variables.

**4. RESULTS AND DISCUSSION**

**Evaluation of the Measurement Model (Outer Model)**

The measurement model (outer model) is confirmatory factor analysis (CFA) by testing the validity and reliability of latent constructs. The following are the results of the outer model evaluation in this research.



**Figure 4.1. Outer Model**

**Validity test**

This research uses assistance from Smart PLS 3.0 software to test the validity and reliability of the research instrument. To test the validity of data, convergent validity can be used to test the validity of data by looking at the loading factor value and discriminant validity by looking at the cross loading value. In this study, a loading factor of 0.7 was used with algorithm calculations in Smart PLS 3.0. The following results of testing the convergent validity measurement model using the loading factor can be seen in Table 4.1:

**Table 4.1  
Instrument Validity Test Results Using Loading Factor**

|              | <i>Loading Factor</i> |       |       |  |
|--------------|-----------------------|-------|-------|--|
| <b>X1. 1</b> | 0.841                 |       |       |  |
| <b>X1. 2</b> | 0.834                 |       |       |  |
| <b>X1. 3</b> | 0.912                 |       |       |  |
| <b>X1. 4</b> | 0.898                 |       |       |  |
| <b>X1. 5</b> | 0.864                 |       |       |  |
| <b>X2. 1</b> |                       | 0.792 |       |  |
| <b>X2. 2</b> |                       | 0.883 |       |  |
| <b>X2. 3</b> |                       | 0.899 |       |  |
| <b>X2. 4</b> |                       | 0.916 |       |  |
| <b>X2. 5</b> |                       | 0.933 |       |  |
| <b>Z. 1</b>  |                       |       | 0.805 |  |
| <b>Z. 2</b>  |                       |       | 0.892 |  |
| <b>Z. 3</b>  |                       |       | 0.926 |  |

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|             |  |  |       |       |
|-------------|--|--|-------|-------|
| <b>Z. 4</b> |  |  | 0.894 |       |
| <b>Z. 5</b> |  |  | 0.867 |       |
| <b>Y. 1</b> |  |  |       | 0.844 |
| <b>Y. 2</b> |  |  |       | 0.898 |
| <b>Y. 3</b> |  |  |       | 0.833 |
| <b>Y. 4</b> |  |  |       | 0.877 |
| <b>Y. 5</b> |  |  |       | 0.793 |

**Source: Primary data processed (2024)**

Based on the table above, it can be seen that all loading factor values have passed the limit of 0.7 so that it can be concluded that each indicator in this study is valid. Therefore, these indicators can be used to measure research variables.

**Reliability Test**

An instrument can be said to be reliable by looking at the value of Average Variance Extracted more than 0.5, Cronbach Alpha more than 0.6 and Composite Reliability more than 0.7. The following are the results of reliability calculations via Average Variance Extracted (AVE), Cronbach Alpha and Composite Reliability which can be seen in the following table:

**Table 4.2  
Calculation of AVE, Cronbach Alpha, and Composite Reliability**

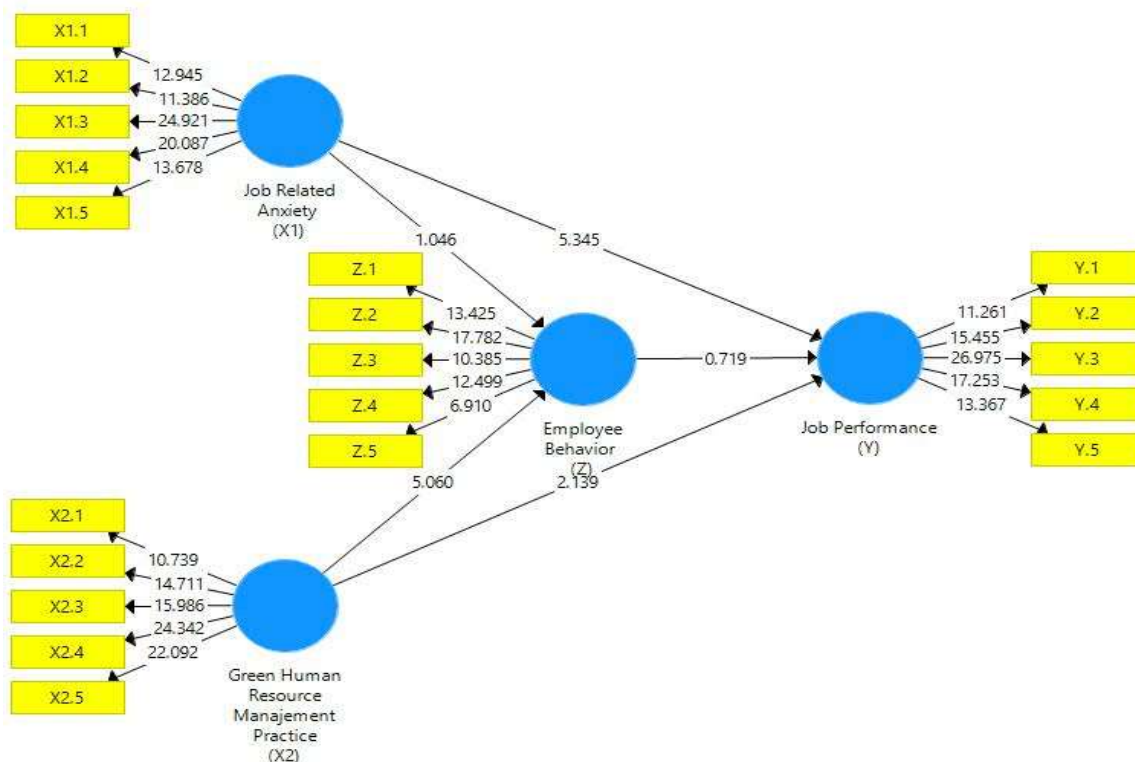
|   | <b>Cronbach's Alpha</b> | <b>rho_A</b> | <b>Composite Reliability</b> | <b>Average Variance Extracted (AVE)</b> |
|---|-------------------------|--------------|------------------------------|---|
| Employee Behavior (Z)                         | 0.887                   | 0.896        | 0.918                        | 0.792                                   |
| Green Human Resource Management Practice (X2) | 0.931                   | 0.937        | 0.948                        | 0.785                                   |
| Job Performance (Y)                           | 0.925                   | 0.931        | 0.944                        | 0.770                                   |
| Job Related Anxiety (X1)                      | 0.920                   | 0.926        | 0.940                        | 0.758                                   |

**Source: Primary data processed (2024)**

Based on the table above, it can be seen that the Cronbach Alpha value of the Job Performance (Y) variable is 0.925, the Employee Behavior (Z) variable is 0.887, the Job Related Anxiety variable (X1) is 0.920 and the Green Human Resource Management Practice (X2) variable is 0.931. From the results of the calculations above, it can be seen that all indicators are reliable in measuring the latent variables.

**Structural Model Evaluation (Inner Model)**

Evaluation of the inner model can be seen from several indicators which include the coefficient of determination (R<sup>2</sup>), Predictive Relevance (Q<sup>2</sup>) and Goodness of Fit Index (GoF) (Hussein, 2015). The results of the structural model displayed by Smart PLS 3.0 in this research are as follows:



**Figure 4.2 Structural Model (Inner Model)**

**R2 Results (R-square)**

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The results of the r2 calculation in this study are as follows:

**Table 4.3  
Correlation Value (r2)**

| Variable              | r <sup>2</sup> |
|-----------------------|----------------|
| Job Performance (Y)   | 0.900          |
| Employee Behavior (Z) | 0.886          |

**Source: Primary data processed (2024)**

Based on the results of calculations using bootstrapping in Table 4.3 above, it is known that the r2 value of the Employee Behavior (Z) variable is 0.886, which means that the Employee Behavior (Z) variable is influenced by the Job Related Anxiety variable (X1) and the Green Human Resource Management Practice variable (X2 ) amounting to 88.6% or in other words the contribution of the Job Related Anxiety variable (X1) and the Green Human Resource Management Practice variable (X2) amounting to 88.6% while the remaining 11.4% is the contribution of other variables not discussed in this research .

The r2 result of variable Y is 90.0%, which means that the Job Performance variable (Y) is influenced by Job Related Anxiety (X1), the Green Human Resource Management Practice variable (X2) and the Employee Behavior variable (Z) is 90.0% or in other words, the contribution of the Job Related Anxiety variable (X1), the Green Human Resource Management Practice variable (X2) and the Employee Behavior variable (Z) is 90.0% while the remaining 10.0% is the contribution of other variables not discussed in this research .

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**Goodness of Fit Model**

Goodness of fit calculations can be used to determine the magnitude of the contribution made by exogenous variables to endogenous variables. The GoF value in PLS analysis can be calculated using Q-square predictive relevance (Q2). The following are the results of the Goodness of Fit Model calculations in this research:

$$Q^2 = 1 - (1 - r1^2) (1 - r2^2)$$

$$Q2 = 1 - (1 - 0.900) (1 - 0.886)$$

$$Q2 = 0.9886$$

Based on the calculation above, the Q-square predictive relevance (Q2) value is 0.9886 or 98.86%. This is able to show that the diversity of the Job Performance (Y) variable can be explained by the overall model of 0.9886 or it can also be interpreted as the contribution of the Job Related Anxiety variable (X1), the Green Human Resource Management Practice variable (X2) and the Employee Behavior variable (Z) on Job Performance (Y) as a whole is 98.86%, while the remaining 1.14% is the contribution of variables not discussed in this research.

**Hypothesis test**

Based on the results of the outer model carried out, all the hypotheses tested have met the requirements, so they can be used as analysis models in this research. Hypothesis testing in this study uses an alpha of 5%, which means that the t-statistic value is  $\geq 1.96$  or the probability value is  $\leq$  level of significance ( $\alpha = 5\%$ ).

**Table 4.4**  
**Path Coefficients**

|         | <i>Original Sample (O)</i> | <i>Sample Mean (M)</i> | <i>Standard Deviation (STDEV)</i> | <i>Q statistics ( O/STDEV )</i> | <i>P Values</i> |
|---------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| Z -> Y  | 0.131                      | 0.126                  | 0.182                             | 2,719                           | 0.006           |
| X2 -> Z | 0.781                      | 0.769                  | 0.154                             | 5,060                           | 0,000           |
| X2 -> Y | 0.476                      | 0.486                  | 0.222                             | 2,139                           | 0.022           |
| X1 -> Z | 0.175                      | 0.188                  | 0.168                             | 3,046                           | 0.003           |
| X1 -> Y | 0.620                      | 0.604                  | 0.116                             | 5,345                           | 0,000           |

Source: Primary data processed (2024)

H1: Job Related Anxiety (X1) influences Employee Behavior (Z). Based on the test results in Table 4.4, it can be seen that the first hypothesis is that Job Related Anxiety (X1) has a significant influence on the Employee Behavior variable (Z). Job Related Anxiety (X1) has a t-statistic value of 3.046 and a p-value of 0.003. The t-statistic value of Job Related Anxiety (X1) is below the t-table value of 1.96 ( $3,046 > 1.96$ ), with a p-value of  $0.003 > 0.05$  so that the first hypothesis is accepted.

H2: Green Human Resource Management Practice (X2) influences Employee Behavior (Z). Based on the test results in Table 4.4, it can be seen that the second hypothesis is that Green Human Resource Management Practice (X2) has a significant influence on the Employee Behavior variable (Z). The Green Human Resource Management Practice variable (X2) has a t-statistic value of 5.060 and a p-value of 0.000. The t-statistic value of Green Human Resource Management Practice (X2) is below the t-table value of 1.96 ( $5,060 > 1.96$ ), with a p-value of  $0.000 < 0.05$  so the second hypothesis is accepted.

H3: Job Related Anxiety (X1) influences Job Performance (Y). Based on the test results in Table 4.4, it can be seen that the third hypothesis is that Job Related Anxiety (X1) has a significant influence on the Job Performance variable (Y). The Job Related Anxiety variable (X1) has a t-statistic value of 5.345 and a p-value of 0.000. The t-statistic value of Job Related

Anxiety (X1) is below the t-table value of 1.96 ( $5.345 > 1.96$ ), with a p-value of  $0.000 < 0.05$  so that the third hypothesis is accepted.

H4: Green Human Resource Management Practice (X2) influences Job Performance (Y). Based on the test results in Table 4.4, it can be seen that the fourth hypothesis is that Green Human Resource Management Practice (X2) has a significant influence on the Job Performance variable (Y). The Green Human Resource Management Practice variable (X2) has a t-statistic value of 2.139 and a p-value of 0.022. The t-statistic value of Green Human Resource Management Practice (X2) is below the t-table value of 1.96 ( $2.139 > 1.96$ ), with a p-value of  $0.022 < 0.05$  so that the fourth hypothesis is accepted.

H5: Employee Behavior (Z) influences Job Performance (Y). Based on the test results in Table 4.4, it can be seen that the fifth hypothesis is that Employee Behavior (Z) has a significant influence on the Job Performance variable (Y). The Employee Behavior (Z) variable has a t-statistic value of 2.719 and a p-value of 0.006. The t-statistic value of Employee Behavior (Z) is below the t-table value of 1.96 ( $2,719 > 1.96$ ), with a p-value of  $0.006 < 0.05$  so that the fifth hypothesis is accepted.

### Indirect Effect Testing

The indirect influence test is carried out by testing the strength of the indirect influence of the independent variable (variable

**Table 4.5. Indirect Effects**

|                    | <i>Original Sample (O)</i> | <i>Sample Mean (M)</i> | <i>Standard Deviation (STDEV)</i> | <i>Q statistics ( O/STDEV )</i> | <i>P Values</i> |
|--------------------|----------------------------|------------------------|-----------------------------------|---------------------------------|-----------------|
| (X1) -> (Z) -> (Y) | 0.503                      | 0.405                  | 0.246                             | 2,702                           | 0.003           |
| (X2) -> (Z) -> (Y) | 0.422                      | 0.314                  | 0.449                             | 3,467                           | 0,000           |

Source: Primary data processed (2024)

H6: Job Related Anxiety (X1) has a significant effect on Job Performance (Y) through Employee Behavior (Z). Based on table 4.5 above, it can be seen that the t-statistical value of the influence of Job Related Anxiety (X1) has a positive effect on Job Performance (Y) which is mediated by Employee Behavior (Z) which is greater than the statistical value (1.96), namely with a large influence of 2.702 and p -value  $> 0.05$  spread 0.003. So it can be concluded that Employee Behavior (Z) has a positive and significant effect in mediating Job Related Anxiety (X1) on Job Performance (Y).

H7: Green Human Resource Management Practice (X2) has a significant effect on Job Performance (Y) through Employee Behavior (Z). Based on table 4.5 above, it can be seen that the t-statistic value of the effect of Green Human Resource Management Practice (X2) has a positive effect on Job Performance (Y) which is mediated by Employee Behavior (Z) which is greater than the statistical value (1.96), namely with a large influence of 3,467 and p-value  $> 0.05$  with a spread of 0.000. So it can be concluded that Employee Behavior (Z) has a positive and significant effect in mediating Green Human Resource Management Practice (X2) on Job Performance (Y).

## 5. CONCLUSION

Based on the discussion of research results regarding PT Samator Gas Industri Tebing Tinggi, it can be concluded that the research results are as follows

1. The first hypothesis is Job Related Anxiety (X1) has a significant influence on the Employee Behavior (Z) variable.
2. The second hypothesis is Green Human Resource Management Practice (X2) has a significant influence on the Employee Behavior (Z) variable.
3. The third hypothesis is Job Related Anxiety (X1) has a significant influence on the Job Performance variable (Y).

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4. The fourth hypothesis is Green Human Resource Management Practice (X2) has a significant influence on the Job Performance variable (Y).
5. The fifth hypothesis is Employee Behavior (Z) has a significant influence on the Job Performance (Y) variable.
6. Hypothesis sixth, it was concluded that Employee Behavior (Z) had a positive and significant effect in mediating Job Related Anxiety (X1) on Job Performance (Y).
7. Seventh hypothesis it was concluded that Employee Behavior (Z) had a positive and significant effect in mediating Green Human Resource Management Practice (X2) on Job Performance (Y).

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