

The Influence of Green Organizational Culture, Green Employability, and Green Innovation on Employee Performance through Job Satisfaction at PT Geo Dipa Energi (Persero)

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ABSTRACT

The research highlights the importance of adopting environmental sustainability principles to enhance employee performance in the geothermal energy sector. Data were collected through questionnaires distributed to employees of PT Geo Dipa Energi (Persero). Using Partial Least Squares (PLS), the study tested hypotheses and analyzed both direct and indirect relationships among the variables. The findings show that green organizational culture significantly and positively affects both job satisfaction and employee performance. Green innovation also has a significant positive effect on both outcomes. Although green employability does not significantly influence job satisfaction, it has a positive and significant impact on employee performance. Job satisfaction is found to mediate the relationship between green organizational culture and employee performance positively. The study suggests that PT Geo Dipa Energi (Persero) should continue to strengthen its green organizational culture and innovation while also developing training programs to enhance green employability. These efforts are expected to improve both employee satisfaction and performance, offering practical insights into the role of sustainability initiatives in organizational development.

ABSTRAK

Penelitian ini menyoroti pentingnya mengadopsi prinsip keberlanjutan lingkungan untuk meningkatkan kinerja karyawan di sektor energi geotermal. Data dikumpulkan melalui kuesioner yang didistribusikan kepada karyawan PT Geo Dipa Energi (Persero). Menggunakan Partial Least Squares (PLS), penelitian ini menguji hipotesis dan menganalisis baik hubungan langsung maupun tidak langsung di antara variabel-variabel tersebut. Temuan menunjukkan bahwa budaya organisasi hijau secara signifikan dan positif mempengaruhi baik kepuasan kerja maupun kinerja karyawan. Inovasi hijau juga memiliki efek positif yang signifikan pada kedua hasil tersebut. Meskipun employabilitas hijau tidak secara signifikan mempengaruhi kepuasan kerja, hal ini memiliki dampak positif dan signifikan terhadap kinerja karyawan. Kepuasan kerja ditemukan dapat memediasi hubungan antara budaya organisasi hijau dan kinerja karyawan secara positif. Studi ini menyarankan agar PT Geo Dipa Energi (Persero) terus memperkuat budaya organisasi hijau dan inovasi sambil juga mengembangkan program pelatihan untuk meningkatkan employabilitas hijau. Upaya-upaya ini diharapkan dapat meningkatkan kepuasan dan kinerja karyawan, serta memberikan wawasan praktis tentang peran inisiatif keberlanjutan dalam pengembangan organisasi.



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INTRODUCTION

Human resources (HR) play a crucial role in organizational structure, especially in facing increasingly competitive business management and contributing to environmental sustainability. The rapid development of the economy and technology drives the need for innovative measures that can enhance economic, social, cultural, technological aspects, and environmental awareness through effective human resource management. Noe et al. (2021),

The term "human resource management" (HRM) refers to the systems, procedures, and regulations that affect how employees behave and perform, which are crucial for addressing the challenges of environmentally-based industries and sustainability.

Employee performance, as an indicator of effectiveness in carrying out tasks and responsibilities, has a significant impact on the achievement of organizational goals. (Mulyati & Setyawati, 2024). This performance is impacted by a corporate culture that promotes environmental preservation. The green culture of an organization, which includes symbols, rituals, social norms, and collective beliefs, serves to develop sustainable practices within the company. (Sherly & Etty Murwaningsari, 2023).

PT Geo Dipa Energi (Persero), established on July 5, 2002, is an example of a company committed to sustainable and environmentally friendly electricity production. With operational areas in the Dieng Plateau and Patuha, this company has demonstrated fluctuating performance achievements while still striving to meet the established targets. Based on the annual report data from 2020 to 2022, it is evident that employee performance has experienced varying dynamics, reflecting the challenges faced in maintaining performance stability.

One of the factors that influences employee performance is job satisfaction, which can be affected by organizational culture, work capability, and innovation in the context of environmental sustainability. Although many studies have shown the relationship between job satisfaction and employee performance, few have explored the simultaneous influence of green organizational culture, green work capability, and green innovation. Therefore, this research aims to fill that gap by analyzing the relationship between these variables in the context of sustainability. This research is expected to provide new insights and practical recommendations for organizations that wish to enhance their performance through the implementation of a green culture.

RESEARCH METHOD

Research Framework

This study developed the conceptual model of the effects of GOC, GE, and GI toward EP through JS. The mechanism of the relationships between these variables could be described by three theories. First, SET indicates that green organizational practices, such as green culture, employability, and innovation, are perceived as support that drives employees to reciprocate through satisfaction which further leads to better performance (Ahmad et al., 2023). Second, AMO model represented that GE and GI strengthen employees' ability, motivation, and opportunity to perform. This process increases job satisfaction as employees feel their ability, motivated, and involved, therefore, it generally affects performance (Bos-Nehles, 2023). Third, RBV argued that green practices are valuable and sustainable strategic capabilities. However, these capabilities are achieved only when employees are satisfied. Therefore, job satisfaction plays a role as a mediator in converting green capabilities into performance (Yeşiltaş, 2022; Zahrani, 2024). Thus, this research framework applied JS as a mediator on the effects of GOC, GE, and GI toward EP as JS was an essential mechanism that connects green organizational practices and employees' performance.

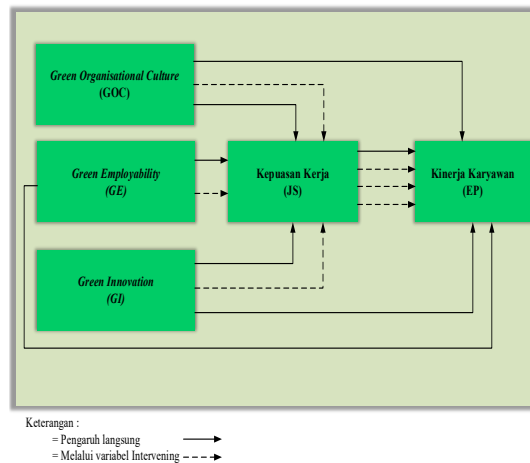


Figure 1. Research Framework Scheme

Research Model Framework

The research model framework is a structure used in planning, organizing, and presenting research findings. It illustrates the relationships among variables and indicators: each variable studied becomes a measure within the framework when conducting research.

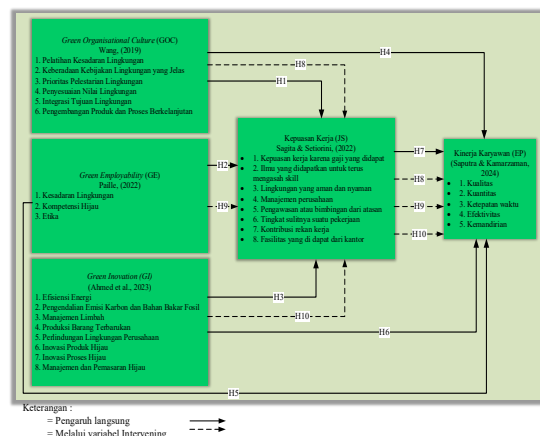


Figure 2. Research Model Framework

However, in the earlier stage, variables were adapted from different sources, and only the indicators were listed without providing further justification. Moreover, the operational definition table was not presented to show the questionnaire items and measurement scales. To overcome the limitation, this study presented an operational definition table for each variable, which lists the indicators, the sources, and the measurement scales. This table highlights the voice of construct validity, transparency, and the theoretical basis for the choice of indicators.

The choice of indicators is based on prior literature. Specifically, GOC is reflected through environmental awareness training, the presence of clear environmental policies, and the inclusion of environmental goals (Wang, 2019). GE is reflected through environmental awareness, green competencies, and an ethical orientation (Paille, 2022). GI is reflected through energy efficiency, waste management, and renewable product creation (Ahmed et al., 2023). JS is reflected through satisfaction with salary, development options, and the workplace environment (Sugiyono and Rahajeng, 2022). EP is reflected through quality, timeliness, and productivity (Saputra and Kamarzaman, 2024).

Table 1. Operational Definition of Variables

| Variable | Indicators | Source | Measurement Scale |
|---|---|-----------------------------|--|
| Green Organizational Culture (GOC) | 1. Environmental awareness training 2. Clear environmental policy 3. Priority for environmental preservation 4. Integration of environmental objectives into corporate goals 5. Development of sustainable products and processes | Wang (2019) | Likert scale (1 = strongly disagree, 5 = strongly agree) |
| Green Employability (GE) | 1. Environmental awareness 2. Green competencies 3. Ethical orientation in sustainable practices | Paille (2022) | Likert scale (1-5) |
| Green Innovation (GI) | 1. Energy efficiency and resource conservation 2. Carbon and fossil fuel emission control 3. Waste reduction and recycling 4. Development of renewable products 5. Green product and process innovation | Ahmed et al. (2023) | Likert scale (1-5) |
| Job Satisfaction (JS) | 1. Satisfaction with salary 2. Opportunities for skill development 3. Safe and comfortable workplace 4. Supportive supervision and management 5. Team collaboration and peer support | Sugiyono & Rahajeng (2022) | Likert scale (1-5) |
| Employee Performance (EP) | 1. Quality of work 2. Timeliness in completing tasks 3. Initiative and independence 4. Productivity and effectiveness 5. Collaboration and communication | Saputra & Kamarzaman (2024) | Likert scale (1-5) |

Source : Data Result 2025

RESULTS AND DISCUSSION

Respondent Characteristics

Tabel 2. Respondent Characteristics

| Characteristics | Category | Frequency (n) | Percentage (%) |
|------------------|---------------------|---------------|----------------|
| Gender | Male | 102 | 68% |
| | Female | 48 | 32% |
| Age | 20–30 years | 91 | 61% |
| | 31–40 years | 42 | 28% |
| | 41–50 years | 14 | 9% |
| | >50 years | 3 | 2% |
| | | | |
| Education | High School/Diploma | 8 | 6% |
| | Bachelor's degree | 116 | 77% |

| Characteristics | Category | Frequency (n) | Percentage (%) |
|--------------------------|--------------------|---------------|----------------|
| | Master's degree | 26 | 17% |
| | Doctorate | - | - |
| Length of Service | 1-5 years | 110 | 73% |
| | 5-10 years | 23 | 15% |
| | 10-15 years | 11 | 7% |
| | >15 years | 6 | 4% |
| | | | |
| Position | Staff-level | Majority | ~80%* |
| | Supervisor/Manager | Minority | ~20%* |

Source : Data Result 2025

Table 2 was a description of the respondents' demography, where the majority of the respondents were male (68%) and age around 20–30 years (61%) and 31–40 years (28%), which shows that the work force was still young. Meanwhile, for the education, most of the respondents were graduates of Bachelor's degree (77%), so it could be concluded that the educators had high qualifications, while Master's degree (17%) was still small. Additionally, for length of work, most of the respondents had 1–5 years of service (73%), so it could be concluded that the majority of the respondents were still employees in the early working period.

For position, most of the respondents were staff (74%), followed by the supervisor and the manager (26%), which was in accordance to the composition of PT Geo Dipa Energi. The choice of sample was justified because the permanent employees and at least worked for 1 year were more likely to understand and experience the organizational culture, policies, and practices and directly related to the study variables. However, in terms of representativeness, the data were taken from one company, and the sampling was not random. Therefore, the findings of this study were only applicable to the case of the studied company PT Geo Dipa Energi (selection of respondents as sample).

Outer Model and Inner Model Evaluation

The assessment of the measurement model reflective (outer model) in this study was carried out to test the validity of convergent and discriminant validity. The results for convergent validity can be seen in Table 3. It appears all indicators have load factor values above 0.70, which means that the indicator is sufficient to represent the construct.

Table 3. Loading Factor Value

| Variabel | Indikator | Loading Factor | Validitas |
|-------------------------------------|-----------|----------------|-----------|
| <i>Green Organizational Culture</i> | GOC01 | 0,733 | Valid |
| | GOC02 | 0,773 | Valid |
| | GOC03 | 0,707 | Valid |
| | GOC04 | 0,729 | Valid |
| | GOC05 | 0,747 | Valid |
| | GOC06 | 0,706 | Valid |
| | GOC07 | 0,727 | Valid |

| Variabel | Indikator | Loading Factor | Validitas |
|----------------------------|-----------|----------------|-----------|
| | GOC08 | 0,761 | Valid |
| | GOC09 | 0,776 | Valid |
| | GOC10 | 0,796 | Valid |
| | GOC11 | 0,804 | Valid |
| | GOC12 | 0,792 | Valid |
| <i>Green Employability</i> | GE01 | 0,730 | Valid |
| | GE02 | 0,747 | Valid |
| | GE03 | 0,707 | Valid |
| | GE04 | 0,733 | Valid |
| | GE05 | 0,741 | Valid |
| | GE06 | 0,788 | Valid |
| | GE07 | 0,767 | Valid |
| | GE08 | 0,738 | Valid |
| | GE09 | 0,715 | Valid |
| <i>Green Innovation</i> | GI01 | 0,753 | Valid |
| | GI02 | 0,747 | Valid |
| | GI03 | 0,717 | Valid |
| | GI04 | 0,735 | Valid |
| | GI05 | 0,744 | Valid |
| | GI06 | 0,761 | Valid |
| | GI07 | 0,728 | Valid |
| | GI08 | 0,747 | Valid |
| | GI09 | 0,715 | Valid |
| | GI10 | 0,716 | Valid |
| | GI11 | 0,717 | Valid |
| | GI12 | 0,713 | Valid |
| | GI13 | 0,754 | Valid |
| | GI14 | 0,749 | Valid |
| | GI15 | 0,744 | Valid |
| | GI16 | 0,727 | Valid |
| <i>Kinerja Pegawai</i> | EP01 | 0,741 | Valid |
| | EP02 | 0,779 | Valid |
| | EP03 | 0,777 | Valid |
| | EP04 | 0,744 | Valid |
| | EP05 | 0,731 | Valid |
| | EP06 | 0,761 | Valid |
| | EP07 | 0,739 | Valid |
| | EP08 | 0,758 | Valid |
| | EP09 | 0,762 | Valid |
| | EP10 | 0,735 | Valid |
| | EP11 | 0,748 | Valid |
| | EP12 | 0,772 | Valid |
| | EP13 | 0,748 | Valid |
| | EP14 | 0,745 | Valid |

| Variabel | Indikator | Loading Factor | Validitas |
|----------------|-----------|----------------|-----------|
| | EP15 | 0,732 | Valid |
| | EP16 | 0,756 | Valid |
| Kepuasan Kerja | JS01 | 0,733 | Valid |
| | JS02 | 0,778 | Valid |
| | JS03 | 0,742 | Valid |
| | JS04 | 0,747 | Valid |
| | JS05 | 0,752 | Valid |
| | JS06 | 0,733 | Valid |
| | JS07 | 0,743 | Valid |
| | JS08 | 0,704 | Valid |
| | JS09 | 0,768 | Valid |
| | JS10 | 0,732 | Valid |

Source : Data Result 2025

Moreover, the Average Variance Extracted (AVE) values in Table 4. were above 0.50 threshold for every constructs, namely Green Organizational Culture (0.570), Green Employability (0.549), Green Innovation (0.541), Job Satisfaction (0.553), and Employee Performance (0.565). Based on the result, the convergent validity criteria have been met.

Table 4. Average Variance Extracted (AVE) values

| Variabel Laten | Average Variance Extracted (AVE) | Validitas |
|-------------------------------------|----------------------------------|--------------|
| <i>Green Organizational Culture</i> | 0,570 | Valid |
| <i>Green Employability</i> | 0,549 | Valid |
| <i>Green Innovation</i> | 0,541 | Valid |
| Kinerja Pegawai | 0,565 | Valid |
| Kepuasan Kerja | 0,553 | Valid |

Source : Data Result 2025

However, the current study only reports loading factors and AVE. Several other excellent indicators that can strengthen the model are also not elaborated on, including:

1. Heterotrait-Monotrait ratio of correlations (HTMT), which is generally used to assess discriminant validity. Based on the HTMT criteria of <0.85 (Henseler, Ringle, & Sarstedt, 2015), the constructs in this study have a good discriminant value, although an HTMT table is not provided
2. Cross-loadings, which can further prove that each indicator loads strongly on its own construct than on the other constructs. Although this data is not presented, discriminant validity is still presented based on the AVE value and Fornell-Larcker criteria, which is indicated that the discriminant validity is good
3. f^2 Effect Size, which examines the relative influence of each exogenous variable on the endogenous variable. Although not presented here, the effect size for each path can still be reviewed to know the relative importance of each path in the structural model
4. Q^2 Predictive relevance, which examines the predictive power of the model. If the Q^2 value is positive, then the model has predictive relevance.

Although the table does not present this data, the inner model of the structural model is also presented in Table 5, which shows the results of the path coefficient, where the results show that the path of Green Organisational Culture (0.239), Green Employability (0.239) and Green Innovation (0.244) have a direct effect on Job Satisfaction. Furthermore, the path of Green Organisational Culture (0.250), Green Employability (0.136), Green Innovation (0.290) and Job Satisfaction (0.346) have a direct effect on Employee Performance. The path coefficient indicates the improvements of exogenous constructs have a positive effect on the endogenous construct.

Table 5. Direct Effect

| | Hipotesis | Original Sample | T Statistics | P Values | Keterangan |
|----|---|-----------------|--------------|----------|------------|
| H1 | Green Organizational Culture -> Kinerja Pegawai | 0,239 | 2,719 | 0,007 | Diterima |
| H2 | Green Employability -> Kinerja Pegawai | 0,239 | 3,757 | 0,000 | Diterima |
| H3 | Green Innovation -> Kinerja Pegawai | 0,244 | 3,013 | 0,003 | Diterima |
| H4 | Green Organizational Culture -> Kepuasan Kerja | 0,250 | 2,217 | 0,027 | Diterima |
| H5 | Green Employability -> Kepuasan Kerja | 0,136 | 1,084 | 0,279 | Ditolak |
| H6 | Green Innovation -> Kepuasan Kerja | 0,290 | 2,359 | 0,019 | Diterima |
| H7 | Kepuasan Kerja -> Kinerja Pegawai | 0,346 | 3,284 | 0,001 | Diterima |

Source: Data Result 2025

However, the research report lacks inner model diagram (as in Figure 3.) when the path coefficients are attached on the relationships between variables. This diagram would be more useful in depicting the strength of the relationships between constructs.

In conclusion, although the results of the outer model and inner model of this study are sufficient to meet the minimum criteria of PLS-SEM, the report of HTMT, cross-loading, f^2 effect size, Q^2 predictive relevance, and inner model diagram with path coefficients would give a deeper insight and make the results clearer and firmer.

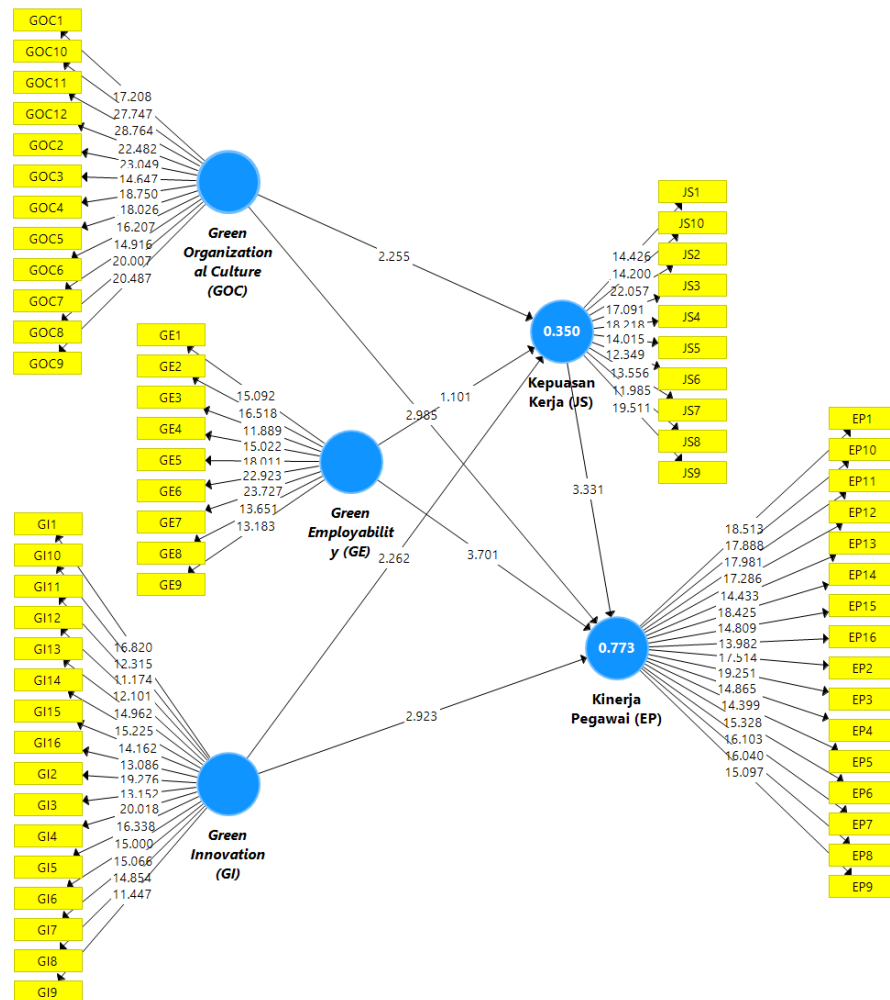


Figure 3. Inner Model Diagram

Source : Data Result 2025

DISCUSSION

The Impact of Green Organizational Culture on Employee Performance

The statistical analysis indicates that GOC significantly provides a positive influence on employee performance in PT Geo Dipa Energi (Persero). This is in agreement with studies showing that an environment-centered organizational culture could increase the productivity of employees. The average score for the GOC of the respondents, 82.76, indicates that the company had moderate awareness about the care for the environment and was involved in the geothermal energy business, one of the renewable sources of energy in Indonesia. Based on the PLS analysis, the study finds that the implementation of GOC in workplaces aims to establish a green work environment by motivating the employees and enhancing their engagement. Employees feel their contributions are part of a higher intent for sustainability. While some studies confirm that there is a positive influence of organizational culture on green performance, results from other studies tend to deviate on account of specific organizational factors related to the work environment and characteristics of the industries. It is, therefore, important that organizations take the opportunity to shape and develop their specific form of organizational culture to meet their needs and demands for peak performance from their employees.

The Impact of Green Employability on Employee Performance

A study using PLS analysis drawn to a conclusion that green employability has a positive significant impact on employee's performance. Green employability "is the employees' ability or capability to adapt and contribute effectively to sustainable work situations including eco-friendly practices' knowledge and the usage of these practices in everyday working tasks". The high Green Employability of an employee enables him to cope with environmental problems within the workplace in order to enhance overall efficiency and performance. It showed that employees have better Green Employability, and they will be able to adopt green initiatives more effectively as well as proactively for company performance benefits. The findings confirm the previous studies that the influence of employability skills has a positive and significant effect on employees' performance; while some studies indicated mixed results, some of them show no significant effect of these skills on employees' performance. In general, Green Employability within PT Geo Dipa Energi (Persero) mediates the enhancement of employee performance and for that reason needs the development of green competencies to support the sustainability objectives of the company.

The Effect of Green Innovation on Employee Performance

The present research into Green Innovation at PT Geo Dipa Energi (Persero) presents very significant results, which have a positive effect on the performance of employees, while the driving indicators are realized in energy efficiency, control of carbon emissions, and management of wastes. According to respondents, Green Innovation initiatives are very high, especially in green process innovation and marketing innovation; therefore, this may mean that commitment from employees for such initiatives is very high. Green innovations relate to the introduction of new technologies and green products that enhance not just sustainability but motivate the staff, hence improved performance. While this coincides with some findings, the difference in results may relate to different organizational contexts or the way innovation has been implemented. In general, Green Innovation enhances both the sustainability objectives and employee performance.

The Influence of Green Organizational Culture on Job Satisfaction

Some studies indicate that Green Organizational Culture at PT Geo Dipa Energi (Persero) has a positive and significant direct impact on job satisfaction. It involves aspects such as training for environmental awareness, clear environmental policies, prioritizing the conservation of a better environment, alignment towards environmental values, integrity in regard to environmental goals, and sustainable product and process development. Training builds the commitment to greening practice, while clear policies are a source of security and support employees, hence increasing satisfaction. Long-term success achieved by emphasizing environmental conservation increases employee happiness since they know they work for a firm that appreciates sustainability. Integration of the environmental values and objectives into daily job operations strengthened their sense of purpose even more, thus an increase in satisfaction with jobs. Although these initiatives of sustainable product and process are at their infancy stage, they instill hope in the employees for the company's future commitment to sustainability. In sum, Green Organizational Culture provides a more meaningful and

satisfying work environment, both in terms of employee satisfaction and company performance.

Impact of Green Employability on Job Satisfaction

The statistical analysis of Green Employability, on the other hand, does not significantly influence the job satisfaction of PT Geo Dipa Energi (Persero), as shown by a p-value record at 0.279 using PLS-SEM at a significance value of 0.05. Despite the positive trend in the influence of green employability, which encapsulates environmental awareness, green skills, and eco-friendly working ethics, on job satisfaction, it is not significant. The mean responses from the respondents indicated that 5% strongly disagreed, 11% disagreed, 32% agreed, while 52% strongly agreed. Despite such positive responses, Green Employability recorded the lowest mean score of 82.06 as compared to other categories, which meant that the respondent did not consider green competencies to be highly effective in enhancing job satisfaction. These results therefore point to the opposite direction of previous studies that have used similar variables; a study by Hasniaty et al. (2024) found that employability significantly and positively influences job satisfaction. Even though the insignificance is positive, Green Employability will be one important aspect that the company shall base its long-term sustainability strategy on.

Impact of Green Employability, Job Satisfaction & Employee Performance

The effect of green variables on job satisfaction and employee performance. Green Innovation (GI) significantly influences job satisfaction, while Green Employability (GE) does not significantly affect job satisfaction. However, GE has a direct effect on employee performance, but it does not affect through the mediating path of job satisfaction.

From the theoretical and prior study, this can be explained by the non-significant effect of GE on job satisfaction as shown in the study of Paille et al. (2020), where green skills and the environmental awareness of employees will not necessarily increase job satisfaction unless the organization provides substantial support climate to utilize their competencies. In the practice of PT Geo Dipa Energi, even though the employees have green competencies, the level of job satisfaction is more influenced by other factors, such as the comfort of the work environment, reward systems, and organizational policies (also see Sugiyono & Rahajeng 2022).

On the contrary, GE directly affects employee performance, where employee competencies in green will help them carry out the work more efficiently, avoid errors or errors and improve the quality of the results. This finding is also in line with the study of Ahmed et al. (2023), where it emphasizes that environmentally oriented employability is a strategic resource for improving productivity. It is also in line with the Resource-Based View (RBV) concept, that unique and sustainable employee skills can improve performance, although it does not strengthen job satisfaction (Barney, 1991; cited by Wang, 2019).

It means that job satisfaction is not the sole mediation between green employability and performance. For the practical implication, PT Geo Dipa Energi needs to combine green competency development programs with supportive policies and reward systems, so that green employability will not only improve performance but also improve job satisfaction.

CONCLUSIONS

The results of this study prove that GOC, GE, and GI have an effect on employee performance, Job Satisfaction acting as a mediator. Thus, it is concluded that Green innovation and organizational culture can increase job satisfaction, but GE does not affect satisfaction,

although it still directly provides added value to performance. The novelty of this study lies in the combination of green employability into the Green HRM model in the renewable energy sector in Indonesia, and empirically proved that Job Satisfaction has a mediating effect on the relationship between Green organizational culture and employee performance.

Despite the important contribution of this study, there are still some methodological limitations, namely in testing only 150 respondents on one company (PT Geo Dipa Energi), using self-reported questionnaires, not considering cultural factors, organizational size, and industry. Future research is expected to overcome these limitations through the following:

1. Test the Moderation Effect (e.g. leadership style, organizational support, or employee's engagement).
2. Conduct cross company and cross industry studies in the energy sector.
3. Employ longitudinal designs to capture the dynamic relationships.

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