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Analysis of Organizational Performance through Employee Engagement: Green Behavior, Green Organizational Culture, Green Compensation and Rewards

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Abstract: The purpose of this literature research is to help hypotheses for future authors in determining research related to organizational performance. The research article on organizational performance analysis through employee engagement: green behavior, green organizational culture, green compensation, and reward is a scientific literature article in the scope of human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct literature reviews of previous studies that are relevant and have been published. The data used in this study are secondary data, which are sourced from academic online media such as Thomson Reuters Journals, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Green Behavior affects Employee Engagement; 2) Green Organizational Culture affects Employee Engagement; 3) Green Compensation and Reward affects Employee Engagement; 4) Green Behavior affects Organizational Performance; 5) Green Organizational Culture affects Organizational Performance; 6) Green Compensation and Reward affects Organizational Performance; and 7) Employee Engagement affects Organizational Performance

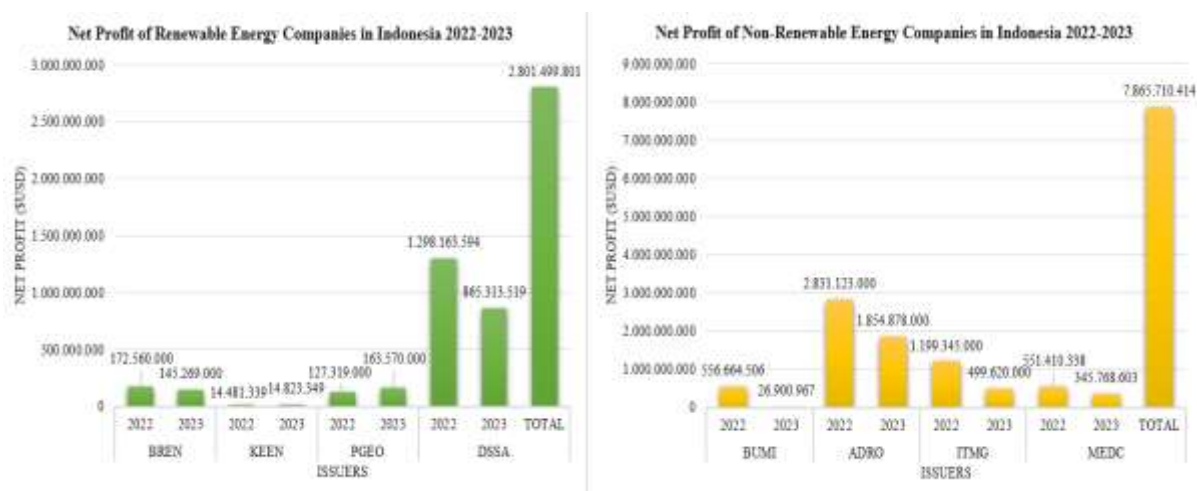
Keyword: Organizational Performance, Employee Engagement, Green Behavior, Green Organizational Culture, Green Compensation and Rewards

INTRODUCTION

Organizational performance is one of the important elements that determine the success of the company in achieving its long-term goals and vision. In this era of globalization and increasingly fierce competition, companies are required to not only focus on profits but also on sustainability and social responsibility. One approach that is beginning to receive attention is employee engagement in environmentally friendly practices, often referred to as green behavior. Research shows that organizations that implement a green

organizational culture tend to have more engaged and productive employees (Sadek & Karkoulian, 2024).

The transition to green energy is a great opportunity for companies to improve organizational performance and employee engagement. By implementing green behaviors, a green culture, and the right compensation and reward systems, companies can achieve sustainability goals while increasing profitability.



Source: Data Processed by Researchers, 2025

Figure 1. Net Profit of Renewable Energy and Non Renewable Energy Companies in Indonesia 2022-2023

In figure 1 displays the net profit data obtained from new and renewable energy companies (green graph) and non-EBT companies (orange graph). where the green graph displays the net profit of energy and renewable companies in Indonesia, the total net profit of the 4 EBT companies is \$US 2,801,499,801. Then the orange graph displays the net profit of non-energy and renewable companies in Indonesia, the total net profit of the 4 non-REBT companies is \$US 7,865,710,414. This shows that companies that implement green energy and economy tend to find it difficult to achieve competitive advantage in terms of net profit earned. So that it affects the employees/organs contained in the organization, one of which is employee involvement.

Employee involvement in green activities not only has a positive impact on individual performance but also on overall organizational performance. According to research conducted by Kibambila & Ismail, (2021), employees who feel involved in sustainability initiatives are more likely to engage in behaviors that support the organization's environmental goals. This suggests that when employees feel they have a role in protecting the environment, they are more motivated to work harder and more efficiently.

However, there are still challenges in implementing a green organizational culture and employee engagement. Many companies still face resistance from employees who may not understand or believe that sustainability initiatives can provide tangible benefits to them and the organization. Therefore, management needs to communicate effectively and provide adequate training to increase understanding of the importance of engagement in green practices (Al-Alawneh et al., 2024).

In this context, this study aims to analyze the relationship between employee engagement and organizational performance through various dimensions such as green behavior, green organizational culture, and green compensation and rewards. By collecting and analyzing data from various sources, it is expected that this research can provide deeper insights into how green practices can be integrated into human resource management strategies and improve overall organizational performance.

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Green Behavior affect Employee Engagement?; 2) Does Green Organizational Culture affect Employee Engagement?; 3) Does Green Compensation and Reward affect Employee Engagement?; 4) Does Green Behavior affect Organizational Performance?; 5) Does Green Organizational Culture affect Organizational Performance?; 6) Does Green Compensation and Reward affect Organizational Performance?; and 7) Does Employee Engagement affect Organizational Performance?.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand the research concepts related to organizational performance and employee engagement thoroughly, focusing on the context and meaning contained in organizational performance and employee engagement. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the research and the characteristics of the subject under study, (Vebrianto et al., 2020), (P. C. Susanto, Arini, et al., 2024).

The data used in this study comes from previous research related to green behavior, green organizational culture, green compensation and reward, employee engagement, and organizational performance. The researcher will analyze the existing literature to identify patterns and trends in the concepts of organizational performance and employee engagement. By using previous research and other references, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the concepts of organizational performance and employee engagement, (Snyder, 2019).

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of the concepts of organizational performance and employee engagement from various perspectives, (Acampora et al., 2022).

RESULT AND DISCUSSION

Results

Organizational Performance

Organizational performance is a measure of the extent to which an organization achieves its strategic objectives through effective and efficient management of resources. Organizational performance includes financial, operational, and non-financial aspects that reflect success in improving productivity, innovation, customer satisfaction, and business sustainability. It is often used as a key indicator of success in industry competition (Widodo, 2022).

Indicators or dimensions contained in Organizational Performance include: 1) Operational Effectiveness: The organization's ability to operate efficiently, reduce waste, and maximize results; 2) Employee Productivity: The amount of output an employee produces in a given amount of time according to work standards; 3) Customer Satisfaction: The level of satisfaction customers have with the organization's products or services; and 4) Innovation: The organization's ability to create new products, services, or processes that are relevant to market needs (Silitonga et al., 2017).

Organizational Performance has been researched and is relevant to previous research researched by: (Kahfi et al., 2022), (Faeni et al., 2019), (Surajiyo et al., 2021).

Employee Engagement

Employee engagement is the level of involvement, emotional commitment, and enthusiasm employees have for their work and the organization's goals. Engaged employees tend to work harder, be more productive, and contribute significantly to creating a positive work environment. Employee engagement includes employees' sense of belonging, loyalty, and emotional connection to the organization (Hubais et al., 2023).

Indicators or dimensions contained in Employee Engagement include: 1) Emotional Commitment: The degree to which an employee feels emotionally connected to his or her job and the organization's goals; 2) Employee Commitment: An employee's willingness to stay and contribute to the organization's success; 3) Job Satisfaction: An employee's level of satisfaction in performing his or her duties and responsibilities; and 4) Initiative: An employee's willingness to go above and beyond the call of duty (Sawitri, 2024).

Employee Engagement has been researched and is relevant to previous research researched by: (Zeeshan et al., 2021), (Simamora et al., 2019), (Susita & Albar, 2024), (P. C. Susanto, Sawitri, et al., 2024).

Green Behavior

Green behavior is employee behavior that supports environmental sustainability through environmentally friendly actions in the workplace, such as saving energy, recycling, or using resources wisely. This behavior reflects a high level of environmental awareness and an individual commitment to contribute to environmental conservation efforts (Tahir et al., 2020).

Indicators or dimensions contained in Green Behavior include: 1) Resource Conservation: Behaviors that reduce the use of energy, water, and raw materials in the workplace; 2) Waste Management: Participation in recycling, waste reduction, and proper waste disposal; 3) Participation in Green Initiatives: Participation in environmental programs offered by the organization; and 4) Environmental Awareness: Level of understanding and concern for the environmental impact of work activities (Mayangsari & Nawangsari, 2019).

Green Behavior has been researched and is relevant to previous research by: (Zacher et al., 2023), (Katz et al., 2022), (Amrutha & Geetha, 2021).

Green Organizational Culture

A green organizational culture is a work culture that promotes and integrates the principles of environmental sustainability into every aspect of the organization's operations. This culture is characterized by a collective commitment to reducing the organization's environmental footprint, adopting environmentally friendly practices, and creating a shared awareness of the importance of sustainability in achieving the organization's long-term goals (El Baz & Iddik, 2022).

Indicators or dimensions contained in Green Organizational Culture include: 1) Environmentally Friendly Policies: The existence of organizational rules or policies that support environmental sustainability; 2) Environmental Communication: The provision of information to employees about the importance of environmentally sound practices; 3) Environmental training: Training programs to improve environmental skills and awareness; and 4) Management Commitment: Management support and participation in adopting a culture of sustainability (C.-H. Wang, 2019).

Green Training has been researched and is relevant to previous research researched by: (A. Susanto, 2023), (S. Wang et al., 2022), (Isensee et al., 2020).

Green Compensation and Reward

Green compensation and rewards is a compensation and reward system designed to encourage environmentally responsible behavior in the workplace. It includes financial or non-financial incentives such as bonuses for green initiatives, awards for energy savings, or

recognition for contributions to environmental programs. This strategy is designed to motivate employees to support the organization's sustainability goals (Ardiza et al., 2021).

Indicators or dimensions contained in Green Compensation and Reward include: 1) Environmental Bonus: Providing financial incentives to employees who contribute to green initiatives; 2) Non-Financial Awards: Recognition or appreciation in the form of certificates, trophies, or other honors for green behavior; 3) Green Employee Welfare: Incentives in the form of facilities or services, such as green transportation or green energy subsidies; and 4) Green Policy Participation: Rewards for employees who actively participate in proposing or implementing green policies (Djalil, 2022).

Green Compensation and Reward has been researched and is relevant to previous research researched by: (Haque & Ntim, 2020), (Martins et al., 2021), (Martins et al., 2021), (Syahridhan & Susanto, 2025).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1: Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Ababneh, 2021)	-The Green Behavior variable affects Employee Engagement -Personality Attributes variable affects Employee Engagement	This article has in common that it examines the Green Behavior variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	The difference with previous research is that there are Personality Attributes variables as other independent variables.
2	(Sharma et al., 2021)	-The Green Organizational Culture variable affects Employee Engagement -Green Innovation variable affects employee engagement -Green Performance variable affects Employee Engagement	This article has in common that it examines the Green Organizational Culture variable in the independent variable, and examines the Employee Engagement variable in the dependent variable.	The difference with previous research is that there are Green Innovation and Green Performance variables as other independent variables.
3	(Wicaksari et al., 2024)	-The Green Quality of Work Life variable affects Employee Engagement of Small and Medium Enterprises -Green Compensation and Reward affects Employee Engagement of Small and Medium Enterprises -Green Employee Retention has an effect on Employee Engagement of Small and Medium Enterprises	This article has in common that it examines the Green Compensation and Reward variables in the independent variable, and examines the Employee Engagement variable in the dependent variable.	The difference with previous research is that there are Green Quality of Work Life and Green Employee Retention variables as other independent variables.
4	(H. Wang et al., 2021)	-The Green Innovation variable affects Organizational Performance -Environmental variables affect Organizational Performance -Green Behavior variable affects Organizational Performance	This article has in common that it examines the Green Behavior variable in the independent variable, and examines the Organizational Performance variable in the dependent variable.	The difference with previous research is that there are Green Innovation and Environmental variables as other independent variables.

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
5	(Chen et al., 2020)	-The Green Organizational Culture variable affects Organizational Performance -Green Product Development variable affects Organizational Performance -Green Vision variable affects Organizational Performance	This article has in common that it examines the Green Organizational Culture variable in the independent variable, and examines the Organizational Performance variable in the dependent variable.	The difference with previous research is that there are Green Product Development and Green Vision variables as other independent variables.
6	(Haque & Ntim, 2020)	-The Green Compensation variable affects Organizational Performance -Carbon Performance variable affects Organizational Performance -Market Value variable affects Organizational Performance	This article has in common that it examines the Green Compensation variable in the independent variable, and examines the Organizational Performance variable in the dependent variable.	The difference with previous research is in the variables of Carbon Performance and Market Value as other independent variables.
7	(Ahmed et al., 2020)	-The Employee Engagement variable affects Organizational Performance -Knowledge Sharing variable affects Organizational Performance	This article has in common that it examines the Employee Engagement variable in the independent variable, and examines the Organizational Performance variable in the dependent variable.	The difference with previous research is that there are Knowledge Sharing variables as other independent variables

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

Effect of Green Behavior on Employee Engagement

Based on relevant previous research, shows that green behavior affects employee engagement. To influence employee engagement through Green Behavior, management must do the following: 1) Conserve resources: Namely, promoting efficient energy use, reducing paper use through digitization, and conserving water in the workplace; 2) Waste Management: By promoting recycling, reducing plastic waste, and effectively managing organic and inorganic waste; 3) Participating in Green Initiatives: Such as conducting tree planting programs, environmental hygiene campaigns, or sustainability-related training; and 4) Environmental Awareness: By educating employees about the positive impact of green behavior on the environment and the organization.

Suppose a company or organization can implement resource conservation, waste management, participation in green initiatives, and environmental awareness. In that case, it will have a positive impact on employee commitment, which includes 1) Emotional Commitment: Where employees feel proud to be part of an organization that cares about the environment; 2) Intellectual Commitment: Where they are willing to support the organization's sustainable goals; 3) Job Satisfaction: When a healthy and environmentally friendly work environment increases happiness; and 4) Initiative: Where employees are encouraged to actively contribute with innovative ideas related to sustainability.

The results of this study are consistent with research conducted by (Ababneh, 2021), (Aboramadan, 2022) and (Raza et al., 2021), which found that green behaviors influence employee engagement.

Effect of Green Organizational Culture on Employee Engagement

Based on relevant previous research, it shows that Green Organizational Culture affects Employee Engagement. To influence employee engagement through green organizational culture, what management must do is: 1) Environmentally Friendly Policies: That is, developing and implementing operational policies that support sustainability, such as energy management, reducing carbon emissions, and using environmentally friendly materials; 2) Environmental Communication. Environmental Communication: Which involves regularly informing employees about the organization's green initiatives and sustainability-related achievements; 3) Environmental Training: Which involves providing training and workshops to increase employees' awareness and ability to implement green practices in the workplace; and 4) Management Commitment: Where the organization's leadership demonstrates active and consistent support for environmental initiatives through concrete actions and resource allocation.

Suppose a company or organization can implement an Environmentally Friendly Policy, Environmental Communication, Environmental Training, and Management Commitment. In that case, it will have a positive impact on employee engagement which includes: 1) Emotional Commitment: Where employees feel proud to work in an organization that cares about the environment; 2) Employee Commitment: Which is shown by the willingness to support the company's green initiatives; 3) Job Satisfaction: Because an environmentally friendly work environment creates a healthier and more comfortable atmosphere; and 4) Initiative: Where employees are encouraged to contribute through innovative ideas related to sustainability.

The results of this study are in line with research conducted by (Al-Swidi et al., 2021), (Sharma et al., 2021) and (Chen et al., 2020), which states that green organizational culture affects employee engagement.

Effect of Green Compensation and Reward on Employee Engagement

Based on relevant previous research, it shows that Green Compensation and Rewards affect employee engagement. To influence employee engagement through green compensation and rewards, management must do 1) Environmental bonuses: That is, providing financial incentives to employees who successfully implement or support green initiatives, such as waste reduction or energy conservation; 2) Environmental bonuses. Non-financial awards: This is formal recognition through certificates, awards, or public recognition of employees who contribute to organizational sustainability; 3) Green Employee Welfare: Includes sustainability-focused welfare programs, such as green transportation, renewable energy subsidies, or environmentally friendly healthcare facilities; and 4) Green Policy Participation: Involving employees in the formulation and implementation of green policies so that they feel they play an important role in the company's sustainability efforts.

Suppose a company or organization can implement environmental bonuses, non-financial rewards, green employee welfare, and green policy participation. In that case, it will have a positive impact on employee engagement, which includes 1) Emotional Commitment: Where employees feel more connected to an organization that rewards them for their green efforts; 2) Employee Commitment: Which is reflected in their loyalty and willingness to support company initiatives; 3) Job Satisfaction: Which increases when employees feel valued and cared for, not only financially, but also in terms of their well-being and values; and 4) Initiative: Where employees are encouraged to propose new ideas that support sustainability.

The results of this study are consistent with research conducted by (Wicaksari et al., 2024), (Hu et al., 2022) and (Alshaabani et al., 2021), which found that green compensation and rewards influence employee engagement.

Effect of Green Behavior on Organizational Performance

Based on relevant previous research, shows that Green Behavior affects Organizational Performance. To influence organizational performance through Green Behavior, what management must do are 1) Resource Conservation: It promotes the efficient use of resources, such as saving energy, water, and raw materials, thereby reducing operating costs and environmental impacts; 2) Waste Management. Waste Management: Promoting the efficient use of resources, such as conserving energy, water and raw materials, thereby reducing operating costs and environmental impact; 3) Participation in Green Initiatives: Involving employees in environmental programs such as reforestation, recycling campaigns, or the development of environmentally friendly technologies; and 4) Environmental Awareness: Raising the understanding and awareness of all employees about the importance of sustainability through training, seminars, or internal campaigns.

If a company or organization can implement resource conservation, waste management, participation in green initiatives, and environmental awareness, it will have a positive impact on organizational performance, which includes 1) Operational Effectiveness: Where it increases due to more efficient work processes and minimal waste; 2) Employee Productivity: Which grows with increased morale in an environment that supports sustainability and innovation; 3) Customer Satisfaction: Which improves as customers tend to prefer products or services from companies with a strong environmental commitment; and 4) Innovation: Which is stimulated as employees are encouraged to develop creative solutions that support efficiency and sustainability.

The results of this study are consistent with research conducted by (Malik et al., 2021), (Obeidat et al., 2020) and (H. Wang et al., 2021), which found that green behavior affects organizational performance.

Effect of Green Organizational Culture on Organizational Performance

Based on relevant previous research, it shows that Green Organizational Culture affects Organizational Performance. To influence organizational performance through Green Organizational Culture, what management must do is: 1) Implement green policies: Namely, design and implement operational policies that support sustainability, such as reducing carbon emissions, using renewable energy, and managing waste according to environmental standards; 2) Environmental communication: This involves communicating information about environmental initiatives to all employees through internal media such as newsletters, training, or discussions. This communication is important to ensure that the entire team understands the company's goals in creating sustainability; 3) Environmental training: This involves educating employees on green work practices, including how to conserve energy, reduce waste, and create green innovations; and 4) Management commitment: This includes the full support of company leaders in integrating a green culture into all aspects of operations and decision-making, such as allocating budgets for green technology or rewarding teams that contribute to green initiatives.

When a company or organization can implement green policies, environmental communications, environmental training and management commitment, it will have a positive impact on organizational performance, which includes 1) Operational Effectiveness: Which increases due to more efficient work processes and is focused on waste reduction and optimal use of resources; 2) Employee Productivity: Which also increases because employees work in an environment that supports innovation and has a shared concern for sustainability; 3) Customer Satisfaction: Which increases because consumers tend to value products or services more from companies that demonstrate environmental responsibility; and 4) Innovation: Which increases with the promotion of a green culture where employees continue to create new solutions that support sustainability and operational efficiency.

The results of this study are consistent with research conducted by (Chen et al., 2020), (Al-Swidi et al., 2021), and (Sharma et al., 2021), which found that green organizational culture affects organizational performance.

Effect of Green Compensation and Reward on Organizational Performance

Based on relevant previous research, it shows that Green Compensation and Reward affects Organizational Performance. To influence organizational performance through Green Compensation and Reward, management must do the following 1) Environmental Bonus: That is, provide financial incentives to employees who actively contribute to supporting green initiatives, such as reducing energy consumption or creating environmentally friendly solutions in the workplace; 2) Environmental Bonus. Non-financial awards: Such as public recognition, award certificates, or access to specialized sustainability-related training. These rewards create a sense of pride and increase employees' intrinsic motivation; 3) Green Employee Welfare: This includes providing green facilities in the workplace, such as energy-efficient workspaces, the use of green transportation, or subsidies for the purchase of electric vehicles; and 4) Green Policy Participation: This involves involving employees in the decision-making process related to environmental policies. Through this involvement, employees feel they have an important role in supporting the sustainability of the organization.

If a company or organization can implement Environmental Bonuses, Non-Financial Rewards, Green Employee Welfare and Green Policy Participation, it will have a positive impact on organizational performance, which includes 1) Operational Effectiveness: Increased because policies that support sustainability enable more efficient resource management and waste reduction; 2) Employee Productivity: Increased because incentives and rewards increase employee morale and engagement; 3) Customer Satisfaction: Which increases because consumers tend to choose companies that demonstrate social and environmental responsibility; and 4) Innovation: Which increases because employees are encouraged to continue to seek creative solutions that are environmentally friendly.

The results of this study are consistent with research conducted by (Haque & Ntim, 2020) and (Yusoff et al., 2020), which found that green compensation and culture affect organizational performance.

Effect of Employee Engagement on Organizational Performance

Based on relevant previous research, it shows that employee engagement affects organizational performance. To influence organizational performance through employee engagement, what management must do are 1) Emotional Commitment: By creating a strong relationship between employees and the organization's vision. When employees feel emotionally connected to the organization's goals, they are more motivated to make maximum contributions; 2) Employee Commitment: Through the development of recognition programs, training, and career growth opportunities. This commitment ensures that employees remain loyal and consistently give their best to the organization; 3) Job Satisfaction: By creating a positive and supportive work environment. This can be done through open communication, balanced workload management, and fair recognition of employee efforts; and 4) Initiative: This is done by providing employees with space to express innovative ideas and autonomy in decision making.

If a company or organization can implement Emotional Commitment, Employee Commitment, Job Satisfaction and Initiative, it will have a positive impact on Organizational Performance, which includes 1) Operational Effectiveness: Which increases because fully engaged employees tend to work more efficiently, reducing waste and improving workflow; 2) Employee Productivity: Which increases because engagement increases intrinsic motivation and ownership of work; 3) Customer Satisfaction: Which increases because engaged employees deliver quality service and create a better customer experience; and 4)

Innovation: Which develops because employee engagement encourages the exploration of new ideas that are relevant and creative.

The results of this study are consistent with research conducted by (Ahmed et al., 2020), (Tensay & Singh, 2020), (Dhir & Shukla, 2019), which found that employee engagement impacts organizational performance.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous studies that are relevant to the discussion of this literature research:

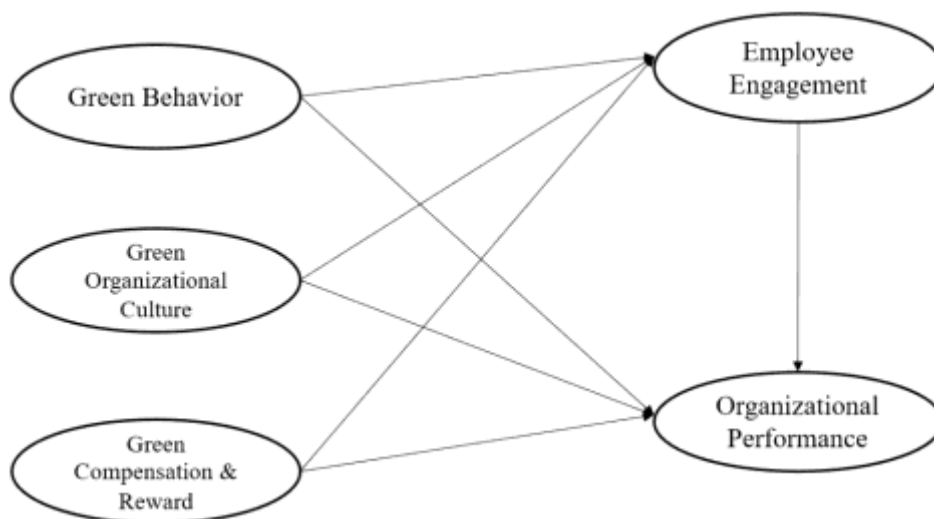


Figure 2. Suggested structure

Based on Figure 2 above, green behavior, green organizational culture, green compensation, and reward affect organizational performance and employee engagement. However, in addition to the variables of green behavior, green organizational culture, green compensation and reward that affect organizational performance and employee engagement, other variables influence, including:

1. Green Leadership: (Khan et al., 2019), (Bhutto et al., 2021), (Faraz et al., 2021), (Tosun et al., 2022).
2. Green Training: (Mayangsari & Nawangsari, 2019), (Gull & Idrees, 2022), (Amrutha & Geetha, 2021).
3. Green Innovation: (Sharma et al., 2021), (H. Wang et al., 2021), (Semana et al., 2019), (C. H. Wang & Juo, 2021).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are: 1)Green behavior affects employee engagement; 2)Green organizational culture affects employee engagement; 3)Green compensation and reward affect Employee Engagement; 4)Green behavior affects Organizational Performance; 5)Green organizational culture affects Organizational Performance; 6)Green compensation and reward affects Organizational Performance; and 7)Employee engagement affects Organizational Performance.

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