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Green Employee Performance in Fish Canning Industry: the Relationship of Green Knowledge Sharing, Green Career Development, and Green Work Balance

Sinta Sundari Heriyanti[1]✉, Ismamudi[2], Raniasari Bimanti Esthi[3], Neli Ferawati[4]

[1]Pelita Bangsa University, Bekasi, Indonesia.
[2]Pelita Bangsa University, Bekasi, Indonesia.
[3]Pelita Bangsa University, Bekasi, Indonesia.
[4]Pelita Bangsa University, Bekasi, Indonesia.
✉Corresponding author: sinta_heriyanti@pelitabangsa.ac.id

Abstract
This study examines the effect of GKS and GCD on GEP with GWB as a mediator. A quantitative approach was used, with the study population covering employees in the fish canning industry. The purposive sampling method was applied to Karawang Regency, Demak Regency, and Sidoarjo Regency locations. Each regency had 100 respondents, and data analysis was conducted using smartPLS. The study's results confirmed that GKS and GCD positively and significantly affect GWB and GEP directly and through GWB. The findings highlight the importance of Green Knowledge Sharing (GKS) and Green Career Development (GCD) practices in enhancing employee green performance.

Abstrak
Penelitian ini bertujuan untuk mengkaji pengaruh BPH dan PKH terhadap KHK dengan KKRL sebagai mediator. Pendekatan kuantitatif digunakan, dengan populasi penelitian mencakup karyawan di industri pengalengan ikan. Metode purposive sampling diterapkan pada lokasi di Kabupaten Karawang, Kabupaten Demak, dan Kabupaten Sidoarjo. Setiap kabupaten memiliki 100 responden, dan analisis data dilakukan menggunakan smartPLS. Hasil penelitian mengonfirmasi bahwa BPH dan PKH berpengaruh positif dan signifikan terhadap KKRL dan KHK, baik langsung maupun melalui KKRL. Ini menunjukkan pentingnya praktik BPH dan PKH dalam meningkatkan kinerja hijau karyawan.

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Kata kunci
Berbagi Pengetahuan Hijau; Pengembangan Karir Hijau; Keseimbangan Kerja; Ramah Lingkungan; Kinerja Karyawan Hijau.

1. Introduction

The fish canning industry has become an increasing focus of research, especially in the context of sustainable business practices. According to data from the Food and Agriculture Organization of the United Nations (FAO), this industry is one of the sectors that has a major impact on the environment, especially overfishing and waste disposal (Petsas & Vagi, 2019). This industry produces large amounts of waste; up to 75% of fish organisms are wasted (Mustapha, 2022). It produces high organic and salt content waste, making it difficult to process before disposal (Etxebarria et al., 2019). To ensure marine resource sustainability, green business practices are very important for fish canning companies (Fadeeva & Van Berkel, 2023).

The role of employees is very significant in driving companies towards green business practices (Ibrahim, 2022). Active employee participation in GKS and GCD has positively impacted the company's green performance (Rehman & Khan, 2023; Irawan et al., 2023). Investing in employee development benefits both individuals and the company's overall sustainability (Tonkonog & Ananchenkova, 2022), including in the fish canning industry.

Work-life balance is important in human resource management (HRM) (Kartini & Heriyanti, 2023). GWB is also important in improving GEP (Puspa Gustiah & Nurhayati, 2023). Employees with a good work-life balance tend to be more involved in the company's environmental initiatives (Chatterjee & Babu, 2023). However, few studies have looked at the role of GWB in the relationship between GKS, GCD, and GEP in the context of the fish canning industry.

This study has high urgency because it provides in-depth insight into how factors such as GKS and GCD can affect GEP, considering the mediating role of GWB. By understanding this relationship, companies in the fish canning industry can take more appropriate steps to improve GEP and achieve better environmental sustainability. The formulation of the problems to be studied, namely, Does GKS affect GWB? Does GCD affect GWB? Does GWB affect GEP? Does GKS affect GEP? Does GCD affect GEP? Does GKS affect GEP mediated by GWB? Does GCD affect GEP mediated by GWB?

2. Method

This study uses a quantitative approach. The population of this study is all employees working in the fish canning industry. The research sample will be selected using the purposive sampling method and are willing to participate in the study. The research location was selected based on the number of businesses in the fish canning industry, namely Karawang Regency (West Java), Demak Regency (Central Java), and Sidoarjo Regency (East Java). As many as 100 respondents for each district determined the number of samples. The data collection instrument used is a structured questionnaire developed based on concepts in the literature. The questionnaire will consist of questions related to the variables studied and will be tested for validity and reliability before use. Data collection is carried out through online surveys or direct interviews with employees of the fish canning industry who have been selected as research samples. Data will be collected by explaining the purpose of the study to respondents and asking them to participate in filling out the questionnaire. The collected data will be processed using smartPLS.

3. Results and Discussion

This study's latent variables are GKS, GCD, GWB, and GWB. In this context, GKS and GCD are X variables, GEP is a Y variable, and GWB is a Z variable or mediation. There are five indicators for each of the last variables. Part 1 of the research model is shown in Figure 1.

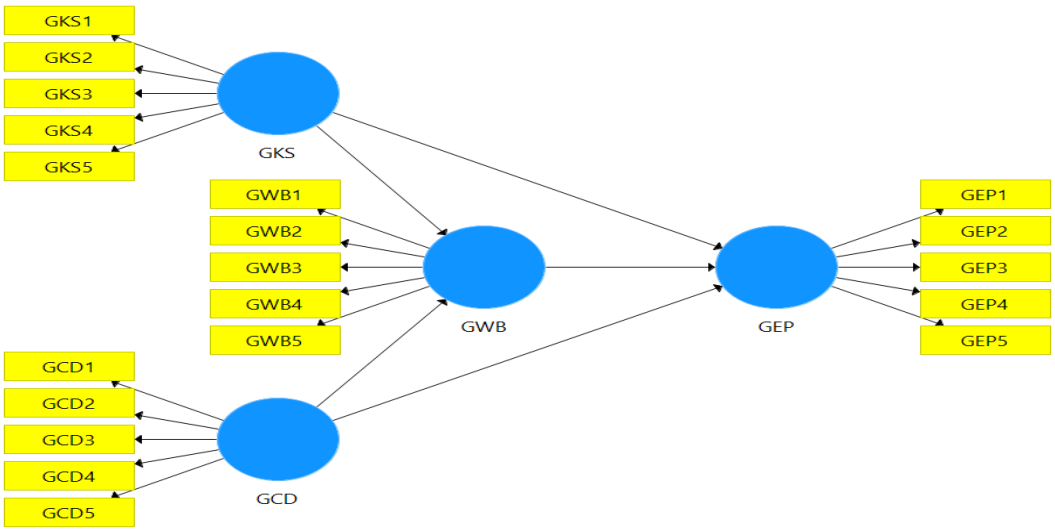

Figure 1. Initial Research Model

3.1. Outer Model Analysis

Table 1 shows that all parameters in the outer model analysis have met good standard values (reliability and validity).

Table 1. Outer Model Analysis

	Parameter		*Outer Model Analysis*
1	*Loading Factor* ≥ 0,7	GKS1 = 0,825	GWB1 = 0,875
		GKS2 = 0,811	GWB2 = 0,741
		GKS3 = 0,852	GWB3 = 0,789
		GKS4 = 0,867	GWB5 = 0,713
		GCD1 = 0,782	GEP1 = 0,733
		GCD3 = 0,780	GEP2 = 0,720
		GCD4 = 0,830	GEP3 = 0,748
		GCD5 = 0,764	GEP4 = 0,807
			GEP5 = 0,822
2	*Composite Reliability*	GKS = 0,905	GWB = 0,862
		GCD = 0,869	GEP = 0,877
3	*AVE*	GKS = 0,704	GWB = 0,611
		GCD = 0,623	GEP = 0,588
4	*AVE Square*	When compared, all AVE coefficients' absolute value of the left variable is higher than the other left coefficients.	
5	*Cross Loading*	Each indicator correlates more with the derived latent variable than other latent variables.	

Figure 2 shows the results of the outer model analysis on the latent variables GKS, GCD, GWB, and GEP. In the latent variable GKS, there is one indicator with a loading factor value below 0.7 (GKS5), so it needs to be deleted, and then the analysis needs to be repeated. The study results illustrate that the remaining GKS indicators after the deletion of GKS5 strongly contribute to the latent variable. Indicators GKS1, GKS2, GKS3, and GKS4 all show loading factor values above 0.7. These findings show that active employee participation in environmental training, involvement in sustainability initiatives, exchange of information on green business practices, and engagement in discussions and experience-sharing forums play a crucial role in influencing the latent variable of Green Knowledge Sharing (GKS). Thus, these aspects are important to consider in improving employee green performance through green knowledge sharing and career development, which can contribute to an environmentally friendly work-life balance.

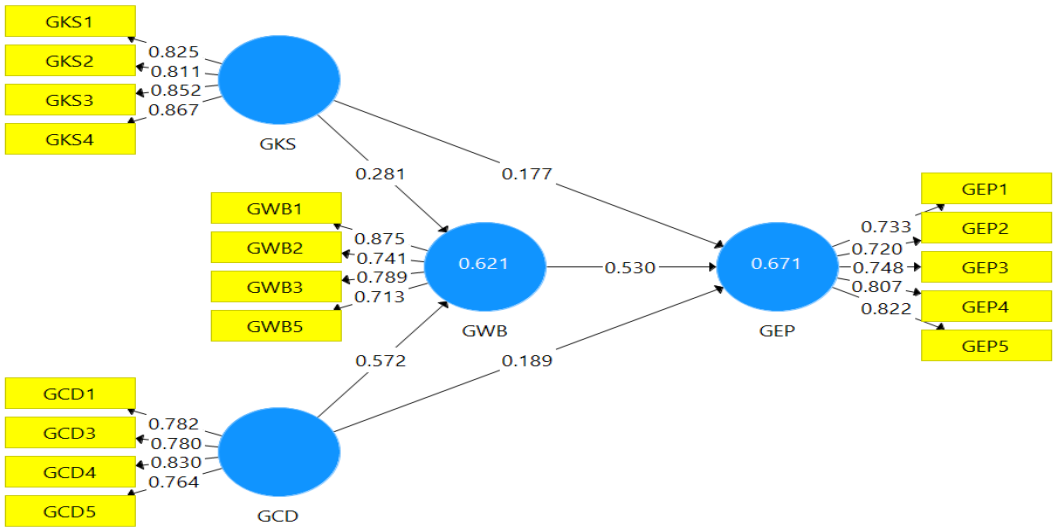

Figure 2. Outer Model

The results of this study illustrate that the remaining GCD indicators after the elimination of GCD2 have a significant contribution to the GCD latent variable. Indicators GCD1, GCD3, GCD4, and GCD5 all show loading factor values above 0.7. The findings indicate that factors such as employee participation in sustainability training, increased responsibility or positions related to sustainability, involvement in sustainability projects, and recognition or awards for contributions to green business practices are crucial in influencing green career development. Thus, these indicators are important in supporting green career development, ultimately impacting employee green performance and promoting an environmentally friendly work balance.

The results of this study illustrate that the remaining GWB indicators after the removal of GWB4 have a strong contribution to the GWB latent variable. Indicators GWB1, GWB2, GWB3, and GWB5 show loading factor values above 0.7. These factors indicate that flexible working hours, support for environmentally friendly transportation, availability of eco-friendly facilities in the workplace, and employee health and welfare programs are crucial in shaping an environmentally friendly work-life balance. Thus, these four indicators play a significant role in supporting an environmentally friendly work-life balance, which can positively impact employee green performance and the company's implementation of green business practices.

The results of this study illustrate that all indicators in the GEP variable significantly contribute to explaining the latent variable. Indicators GEP1, GEP2, GEP3, GEP4, and GEP5 show loading factor values above 0.7, indicating that each indicator is important in influencing employee green performance. The findings indicate that adherence to green business practices, active participation in sustainability programs, contributions to sustainable innovation, utilization of environmental performance metrics, and heightened awareness and involvement in environmental issues are essential for enhancing employee green performance. Thus, focusing on these indicators can help companies encourage employees to contribute more effectively to the company's environmental sustainability goals.

3.2. Inner Model Analysis

Second, an inner model analysis must be conducted. The research results for the inner model analysis must meet two parameters, namely R2 and the estimated beta coefficient. The second table shows the range of results from the inner model analysis.

Table 2. Inner Model Analysis

	Parameter		*Inner Model Analysis*
1	R^2 0,67 = Good 0,33 = moderate 0,19 = weak		R^2 for GWB = 0,621 R^2 for GEP = 0,671
2	Path Coefficient Estimation Alpha = 5% T-table = 1,650	T-statistics for: GKS -> GWB = 4,969 GCD -> GWB = 10,776 GWB -> GEP = 9,570 GKS -> GEP = 2,912 GCD -> GEP = 3,943 Coefficient Value: GKS -> GWB = 0,281 GCD -> GWB = 0,572 GWB -> GEP = 0,530 GKS -> GEP = 0,177 GCD -> GEP = 0,189	GKS -> GEP = 4,285 GCD -> GEP = 7,302 GKS -> GEP = 0,149 GCD -> GEP = 0,303

These results indicate that Green Knowledge Sharing (GKS) and Green Career Development (GCD) together have a significant effect on Green Work Balance (GWB), with an R^2 value of 0.621. These findings indicate that Green Knowledge Sharing (GKS) and Green Career Development (GCD) can explain 62.1% of the variation in Green Work-Life Balance (GWB). These results indicate that efforts to share knowledge about green business practices and career development focusing on sustainability positively create a green work-life balance. However, 37.9% of the variation in GWB is influenced by other factors not included in this model. The findings indicate that although GKS and GCD are important, other aspects must also be considered to improve green work balance more comprehensively.

These results indicate that Green Work Balance (GWB) significantly affects Green Employee Performance (GEP), with an R^2 value of 0.671. These findings mean that 67.1% of the variation in GEP can be explained by GWB, indicating that green work balance plays an important role in influencing how well employees implement green business practices and contribute to corporate sustainability. However, 32.9% of the variation in GEP is influenced by other factors not included in this model. Although GWB has a strong role, developing a more comprehensive strategy is also needed to improve employee green performance overall.

Bootstrapping is a method that can be used to test research hypotheses. The analysis results using the bootstrapping method are shown in Table 3.

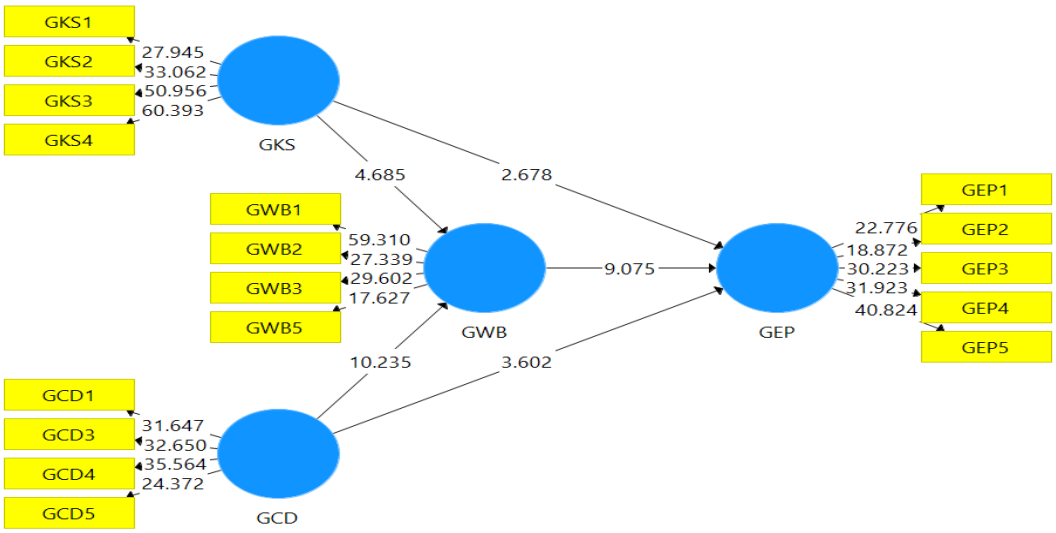

Figure 3. Bootstrapping

3.3. Hypothesis Testing

The results of this study indicate that Green Knowledge Sharing (GKS) **has a positive and significant effect** on Green Work Balance (GWB). The support for this comes from the T-statistic value of 4.969, greater than the T-table value, indicating that the effect is statistically significant. In addition, the path coefficient of 0.281 indicates a positive relationship between GKS and GWB, meaning that increasing green knowledge sharing among employees will increase environmentally friendly work balance. In other words, when employees are more active in sharing green knowledge and practices, they tend to be better able to balance work and the environment, supporting the company's sustainability efforts.

The results of this study indicate that Green Career Development (GCD) **has a positive and significant influence** on Green Work Balance (GWB). Evidence of this influence can be seen in the T-statistic value of 10.776, greater than the T-table value, indicating strong statistical significance. In addition, the path coefficient value of 0.572 indicates a strong positive relationship between GCD and GWB. This finding suggests that improving green career development, such as through continuous training and skill enhancement, directly contributes to enhancing green work balance. In other words, the company's efforts to support employee career development that focuses on sustainability have an important role in creating a balanced and sustainable work environment.

The results of this study support hypothesis 3 (H3), which states that Green Work Balance (GWB) **has a positive and significant effect** on Green Employee Performance (GEP). Evidence of this effect can be seen in the path coefficient value of 0.530, which indicates a strong positive relationship between GWB and GEP. In addition, the T-statistic value of 9.570, greater than the T-table value, indicates that the effect is statistically significant. In other words, green work balance improves employee green performance. When employees have a good balance between work and green practices, they tend to be more effective in implementing green business practices, contributing to the company's sustainability.

The results of this study support Hypothesis 4 (H4), which states that Green Knowledge Sharing (GKS) **has a positive and significant effect** on Green Employee Performance (GEP). The positive relationship between GKS and GEP is supported by the path coefficient value of 0.177. In addition, the T-statistic value of 2.912, greater than the T-table value, indicates that the effect is statistically significant. Increasing green knowledge sharing among employees, such as sharing best practices and sustainable innovation, contributes positively to their green performance. Employees who are more active in sharing information and knowledge related to green business practices tend to show performance improvements that focus on sustainability and the environment.

The results of this study support Hypothesis 5 (H5), which states that Green Career Development (GCD) has a positive and significant effect on Green Employee Performance (GEP). The indication comes from the T-statistic value of 3.943, greater than the T-table value, and a path coefficient value of 0.189. These values indicate that their green performance significantly improves when employees experience green career development, such as participation in sustainability training or increased competence in green business practices. Effective green career development can encourage employees to be more proactive in implementing environmentally friendly practices, ultimately improving the company's green performance.

The results of this study support Hypothesis 6 (H6), which states that Green Knowledge Sharing (GKS) has a positive and significant influence on Green Employee Performance (GEP) through Green Work Balance (GWB). The T-statistic value of 4.285, greater than the T-table value, and the path coefficient value of 0.149 indicate that green knowledge sharing can improve green work balance, which contributes to improving employee green performance. The findings confirm the importance of sharing knowledge about green business practices in creating a work environment that supports sustainability and enhances green performance.

The results of this study confirm Hypothesis 7 (H7), which states that Green Career Development (GCD) has a positive and significant impact on Green Employee Performance (GEP) through Green Work Balance (GWB). With a T-statistic value of 7.302, which exceeds the T-table value, and a path coefficient value of 0.303, this study shows that focusing on career development in green business

practices can improve green work balance. This balance improvement plays an important role in improving employee green performance, showing how important green career development is in creating a work environment that supports sustainability and optimal performance.

3.4. Discussion

Sustainable business strategies in the fish canning sector are an important research topic. This industry hurts the environment, mainly through overfishing and waste disposal. The canning process produces a large amount of waste, which is difficult to process before disposal due to its high organic and salt content. Therefore, companies in this sector need to implement green business strategies to conserve marine resources. This green business strategy can start by paying attention to the human resources owned by the company. Management must focus on Green Knowledge Sharing (GKS) among employees and Green Career Development (GCD) to improve Green Employee Performance (GEP) through Green Work Balance (GWB).

Research shows that Green Knowledge Sharing (GKS) positively and significantly affects Green Work Balance (GWB). The findings align with previous research, which indicates that increasing green knowledge sharing (GKS) can enhance commitment to green practices both in personal and professional life (Singh & Bhatnagar, 2015), resulting in better GWB (Kusmaningtyas & Faidah, 2022). Employee involvement in GKS and green initiatives increases job satisfaction and work-life balance (Syla et al., 2023). These findings have three important managerial implications for the fish canning industry. First, management needs to develop green training programs. Training focusing on waste management, energy efficiency, and sustainable practices will increase employee participation in green initiatives, supporting a healthier work-life balance. Second, increase employee involvement in green initiatives. By forming sustainability teams and idea-sharing forums, employees become more motivated to contribute. Third, implement sustainability-based performance appraisals. By including contributions to green practices as a performance indicator and rewarding active employees, management can encourage behavior that supports GWB and create a more sustainable corporate culture.

The study shows that Green Career Development (GCD) positively and significantly affects Green Work Balance (GWB). This finding is consistent with previous studies stating that GCD provides opportunities for employees to contribute to workplace green practices, which has a positive impact on their personal lives (Madhavi & Durga, 2018). It also increases job satisfaction and work-life balance (Heriyanti & Krisma, 2022). The results of this study suggest several managerial implications, such as developing green career programs that support sustainability through training and job rotation. Rewarding employees who contribute to green initiatives can increase their motivation and satisfaction. In addition, management needs to align green initiatives with organizational goals so that employees can understand their role in the success of the company's sustainability.

The third hypothesis states that green work-life balance (GWB) affects Green Employee Performance (GEP). The results of this study are consistent with previous studies showing that GWB has a significant impact on GEP (Rehman & Khan, 2023; Veerasamy et al., 2023). Other findings also emphasize the importance of building GWB through HRM practices and pro-environmental behaviors to improve GEP and support organizational sustainability (Cheng et al., 2022; Hou et al., 2023). The managerial implications of these findings include: First, creating policies that support green work-life balance, such as flexible working hours, remote work, or leave for environmental activities, so that employees can maintain a balance between work and personal life—second, providing pro-environmental training that educates employees about green behaviors and sustainable business practices, increasing their participation in green initiatives and third, providing incentives for green practices, such as awards for employees who actively contribute to sustainability efforts, to motivate their continued engagement.

Hypothesis 4, namely GKS (Green Knowledge Sharing), significantly and positively affects GEP (Green Employee Performance) and is supported by the study's findings. This study's results align with other studies showing that GKS has a key role in influencing GEP (Rehman & Khan, 2023; Setiady et al., 2021). Research supporting this hypothesis highlights that increasing knowledge

sharing can improve employee green performance. Based on these findings, the managerial implications are as follows: first, management should encourage knowledge-sharing initiatives by developing platforms and forums to exchange ideas and best practices related to sustainability. Second, it is important to provide training and resources that facilitate green knowledge sharing so employees can learn and implement better practices. Third, providing rewards or recognition to employees actively sharing green knowledge can motivate more individuals to get involved, ultimately improving green performance across the organization.

The fifth hypothesis states that GCD (Green Career Development) positively and significantly affects GEP (Green Employee Performance). The results of this study are consistent with other studies that found that GCD has a significant impact on GEP (Yadav & Mathew, 2023). Career development activities have been shown to improve employee productivity and performance, which can also extend to green performance (Cheng et al., 2022). Based on the study's results, the managerial implications are as follows: first, management should integrate green components into career development programs. The recommended approach includes implementing specific training on sustainability and green business practices to equip employees with the relevant skills. Second, providing career paths that allow employees to engage in green projects and sustainability initiatives will increase their motivation and commitment to environmental goals. Third, mentoring programs focusing on green practices can help employees understand and apply sustainability concepts in their daily work, improving green performance at the individual and organizational levels.

The study on Hypothesis 6 found a significant relationship between GKS (Green Knowledge Sharing) and GEP (Green Employee Performance) through GWB (Green Work Balance). This finding is consistent with previous studies stating that HRM practices can improve employee performance and, ultimately, improve overall company performance (Syla et al., 2023). Other studies also support a positive correlation between HRM (such as knowledge sharing), GWB, and GEP (Singh & Bhatnagar, 2015). Managerial implications of Hypothesis 6 include developing structured green knowledge-sharing programs, such as workshops or seminars, to facilitate the exchange of information on green practices. In addition, management should integrate work balance policies that support GWB, such as work flexibility and support for environmental activities. Finally, evaluation and rewards for employees actively involved in GKS can encourage pro-environmental behavior and improve their green performance.

The study on hypothesis 7 revealed that GCD (Green Career Development) has a positive and significant effect on GEP (Green Employee Performance) through GWB (Green Work Balance). This result is consistent with previous studies showing that GCD plays an important role in influencing GEP through GWB (Qasim et al., 2023). The managerial implications of this finding include several aspects. First, management can strengthen green career development programs by providing training and learning opportunities focusing on sustainable practices. Second, organizations need to instill green values in career paths so that employees can see the relationship between their career development and the company's sustainability. Third, integrating green work balance into company policies can help employees achieve a better balance between work and personal life while improving green performance. Improving green work balance can be achieved through work flexibility programs, support for pro-environmental activities, and performance appraisals that include contributions to green practices as one of the indicators.

4. Conclusion

This study confirms that Green Knowledge Sharing (GKS) and Green Career Development (GCD) have a positive and significant effect on Green Work Balance (GWB) and Green Employee Performance (GEP), both directly and through GWB. These results suggest that effective GKS and GCD practices can improve work balance and green performance. GWB is an important mediator, linking GKS and GCD with improved GEP. Managerial implications include developing green policies and training programs that support work balance. Thus, companies can achieve business sustainability while improving employee performance and reducing environmental impact.

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