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Enhancing firm performance through mutual respect and green compensation: The role of organizational culture as a moderating variable

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Abstract

In today's competitive and environmentally conscious business landscape, organizations are increasingly adopting green compensation systems to align employee incentives with sustainability goals. This study investigates the impact of the Green Compensation System, Organizational Culture, and Mutual Respect on firm performance using Structural Equation Modeling with Partial Least Squares (SEM PLS) for data analysis. The findings reveal that the Green Compensation System positively influences Mutual Respect, confirming the first hypothesis (H1). Additionally, a robust organizational culture significantly enhances firm performance, supporting the second hypothesis (H2). Furthermore, Mutual Respect significantly contributes to improved firm performance, validating the third hypothesis (H3). These results underscore the importance of integrating environmentally sustainable compensation programs, fostering a strong organizational culture through open communication, continuous training, and employee recognition. Moreover, strategies to enhance mutual respect among employees are essential. By adopting these recommendations, organizations can achieve superior performance and ensure long-term sustainability.

Keywords

green compensation system; organizational culture; employee incentive; firm performance; SEM-PLS

INTRODUCTION

Green Human Resource Management (GHRM) is an emerging field that has garnered significant attention due to its relevance in enhancing environmental management and improving corporate performance (Jain & D'lima, 2018). GHRM encompasses human resource practices designed to promote sustainability and environmental preservation within organizations (Masri & Jaaron, 2017). By integrating environmental considerations into traditional HR practices such as recruitment, training, and performance management, organizations can achieve their goals more sustainably. Implementing these environmentally friendly HR practices provides a sustainable competitive advantage, enhancing an organization's reputation and economic efficiency (Shah et al., 2021). A critical component of GHRM is the Green Compensation System.

The Green Compensation System is a strategy that financially rewards individuals or organizations for reducing their environmental impact or adopting sustainable practices. This system incentivizes environmentally friendly behavior by offering compensation, such as tax breaks, subsidies, or grants, for initiatives like increasing energy efficiency, reducing waste, or using renewable resources (Das & Dash, 2024; Tang et al., 2018). The goal is to align economic incentives with environmental objectives, promoting sustainability across various sectors. This concept is supported by academic research on environmental economics and policy, government sustainability initiatives, and reports from organizations advocating for green practices

(Masri & Jaaron, 2017; Mandago, 2018). However, a Green Compensation System alone is insufficient; it must be supported by a conducive organizational culture.

Organizational culture is intrinsically linked to company performance, as a healthy and productive work environment relies on a supportive culture. An organizational culture rooted in values such as trust, collaboration, and transparency can enhance the implementation of a reward system that emphasizes these values. In a culture that fosters trust and collaboration, employees are more likely to share ideas, work together effectively, and contribute maximally. A reward system based on trust incentivizes such behavior, encouraging employees to actively engage in achieving organizational goals and upholding cultural values. Schein (1985) asserts that a strong organizational culture provides a solid foundation for trust and open communication, which are crucial elements of a successful reward system (Daft, 2015). Therefore, integrating a robust organizational culture with a trust-based reward system can significantly improve overall organizational performance.

Company performance measures the organization's overall effectiveness and efficiency in achieving its strategic and financial goals. This includes various metrics such as revenue growth, profitability, market share, and shareholder value. Sources for evaluating company performance include financial reports, industry benchmarks, and key performance indicators. Analyzing company performance helps stakeholders assess a company's competitiveness, sustainability, and growth potential (Nambisan & Lyytinen, 2020; Almulhim, 2023; Luo, 2023).

This research aims to analyze the influence of the Green Compensation System on mutual respect, examine the impact of mutual respect on firm performance, investigate the effect of organizational culture on mutual respect, and assess how mutual respect influences firm performance.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Resource-based view (RBV)

The Resource-Based View (RBV) is a strategic management framework emphasizing a company's internal resources and capabilities as sources of competitive advantage and superior performance. According to RBV theory, companies can achieve sustainable competitive advantage by possessing and exploiting valuable, rare, inimitable, and non-substitutable resources. This perspective highlights that not all resources are created equal; rather, it is the unique combination and integration of these resources that provide a company with a competitive edge. Resources can include tangible assets like physical capital and technology, intangible assets like brand reputation and organizational culture, and human capital such as skills, knowledge, and expertise (Lubis, 2022).

Firm performance

Firm performance is crucial for the survival and development of a company. It refers to the successful achievement of a series of company activities in alignment with predetermined strategies. Firm performance is the outcome of business processes that leverage the company's human and financial resources to maximize profits. It encompasses various dimensions, including financial performance, operational efficiency, innovation, customer satisfaction, employee engagement, and social responsibility (Widarwati, 2023).

Firm performance is increasingly influenced by factors such as environmental sustainability, corporate governance, and stakeholder engagement. Organizations that demonstrate environmental concern, ethical practices, and strong transparency tend to perform better in the long term and maintain a positive reputation among customers, investors, and society (Shaba, 2023).

Green compensation system

The Green Compensation System is a strategic approach to rewarding employees for their contributions to environmental sustainability within an organization. It integrates environmental performance criteria into compensation practices, providing incentives for employees to adopt behaviors and practices that reduce the organization's environmental impact and promote sustainability (Aggarwal, 2023). These systems often link a portion of employee compensation or bonuses to specific environmental goals, such as reducing carbon emissions, increasing energy efficiency, minimizing waste generation, or encouraging the use of renewable resources (Mensah, 2023).

Implementing an environmentally friendly compensation system requires careful planning, monitoring, and evaluation to ensure its effectiveness and fairness. Organizations must establish clear and measurable environmental metrics, communicate expectations to employees, and provide support and resources to facilitate their participation in green initiatives (Kumar, 2023). Fapohunda (2022) explored the effectiveness of environmentally friendly incentives in encouraging sustainability initiatives within organizations, examining how various types of green incentives, such as financial rewards or recognition, influence employee motivation and engagement in environmental activities.

Employee compensation systems are critical in achieving a sustainable competitive advantage, with numerous studies highlighting that employee performance, shaped by effective HRM practices, directly contributes to organizational benefits. The alignment of compensation systems with environmental goals ensures that employees are both motivated and empowered to participate in green initiatives, thereby enhancing organizational sustainability and performance (Beck-Krala, 2020; Khan and Muktar 2021). Given this context, it can be hypothesized as follows:

H1: The Green Compensation System has a positive effect on Mutual Respect Devotion.

Organizational culture

Organizational culture encompasses the shared values, beliefs, norms, and practices that define an organization and guide the behavior and interactions of its members. It includes unwritten rules, rituals, and symbols that shape organizational identity and influence how work is done and decisions are made (Young, 2023). Cultural dynamics can pose challenges, especially in organizations with diverse or distributed teams, mergers and acquisitions, or rapid growth. Managing cultural change requires strategic alignment, effective communication, and adaptability to evolving circumstances (Somenzari, 2023). According to O'Reilly et al. (2019), a strong and positive organizational culture can foster employee commitment, motivation, and job satisfaction, ultimately leading to improved organizational results.

The research conducted by Dhir et al. (2024) highlighted the moderating role of culture in the organization and Mutual Recognition Respect (MRR). Specifically, higher levels of collectivism were found to strengthen the impact of MRR, empathy, and liking on followers' well-being. Moreover, power distance was shown to strengthen the effect of MRR on follower job performance, while collectivism moderated MRR's impact on follower well-being. Given these findings, it is hypothesized that:

H2: Organizational Culture has a positive effect on Mutual Respect Devotion.

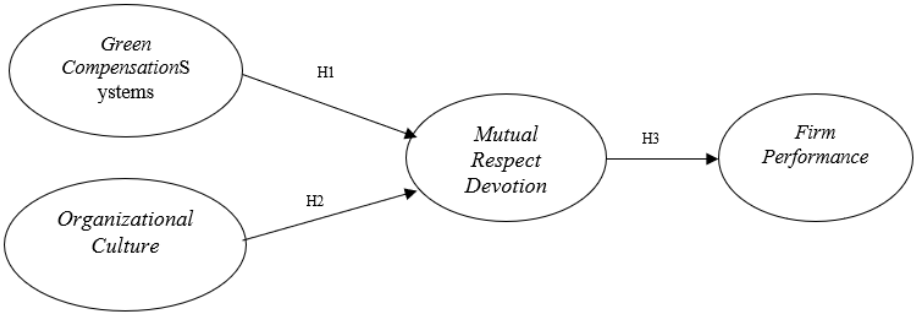

Figure 1.
Research framework

Mutual respect devotion

Mutual respect and devotion are the foundations of healthy relationships, both personal and professional (Zia & Siddiqui, 2023). Mutual respect involves recognizing the inherent value and dignity of each individual, respecting each other's perspectives, boundaries, and feelings. In relationships characterized by mutual respect, there is a genuine recognition of each person's autonomy and right to express themselves freely without fear of judgment or ridicule. This fosters an environment of trust and openness, where individuals feel safe to be vulnerable and honest with each other.

In personal relationships, mutual respect and devotion manifest in acts of kindness, empathy, and understanding. Partners listen attentively, validate each other's emotions, and make decisions collaboratively, considering each other's perspectives. They celebrate each other's successes and offer support during difficult times.

Dhir et al. (2024) examined the relationship between Mutual Respect Devotion and Firm Performance. Their study highlighted that a higher level of power distance strengthened the effect of these variables on followers' job performance. Additionally, they found that collectivism positively influenced both followers' well-being and job performance. Furthermore, appraisal respect was positively linked to follower well-being, while liking positively influenced job performance. Therefore, it can be hypothesized:

H3: Mutual Respect Devotion has a positive effect on Firm Performance

Based on the development of the hypotheses, the following research framework can be constructed to systematically explore and test the proposed relationships between Green Compensation System, Organizational Culture, and Mutual Respect Devotion.

METHODS

Population and sample

Population refers to the area of generalization where objects or subjects possess criteria and qualities defined by researchers for study and drawing appropriate conclusions (Sugiyono, 2022). In this study, the population comprises all employees of Vanemei shrimp cultivation. Sampling, on the other hand, constitutes a portion of the population characterized by number and specific traits. The sample size is a crucial aspect determined to conduct research effectively (Sugiyono, 2022).

The sampling procedure employed in this research was non-probability, utilizing a purposive sampling technique. Purposive sampling involves selecting samples based on specific criteria or considerations. In this case, the samples were chosen from consumers who had been employed for at least one year, ensuring that they had sufficient experience and understanding of the organization's operations and culture.

Sugiyono (2019) further indicates that the appropriate sample size for research typically

falls between 30 and 500. For multivariate analysis (e.g., correlation or multiple regression), the sample size should be at least 10 times the number of variables studied. In this research, which involves four variables (both independent and dependent), the sample size was determined as 20 times the number of variables studied. Thus, the calculated number of sample members was 120.

In conclusion, the research involved a sample size of 120 individuals, selected through purposive sampling from the population of employees at Vanemei shrimp cultivation.

Data collection

The data utilized in this research was primary data, directly sourced from respondents, ensuring firsthand information for the study. As defined by Sugiyono (2019), primary data is information gathered directly from the original source. To collect this data, a questionnaire-based survey method was employed. This technique is widely recognized for its efficiency in gathering information from a substantial number of respondents.

A questionnaire involves a series of questions that respondents answer, providing valuable data for the research. In this study, the questionnaires were distributed to predetermined subjects online via Google Forms. This approach facilitated efficient data collection from a broad geographical area, reaching a large number of respondents. Participants were asked to indicate their willingness to participate in the study, ensuring voluntary and informed participation. This method not only streamlined the data collection process but also enhanced the reliability and validity of the data gathered.

Data analysis

In this research, researchers used the Partial Least Square (PLS) analysis technique utilizing SmartPLS version 4.0 software. According to Faizah et al (2021), PLS is an analytical design that can be influential because it can be applied to various scales of data and also makes the hypothesis requirements more adaptive (Hair et al., 2021). This method is designed for the purpose of making assumptions, knowing the variables used in estimating results, as well as describing construct relationships and focusing definitions around the value of the relationship.

In assessing the quality of a measurement model, several indicators are crucial. Outer loadings, which reflect the strength of the relationship between an observed indicator and its latent construct, are considered. Higher outer loadings, approaching 1, indicate that the indicator effectively represents the construct (Hair et al., 2021). Construct reliability is evaluated through measures like Cronbach's Alpha and Composite Reliability. Cronbach's Alpha assesses the internal consistency of survey items within a construct, with higher values suggesting greater reliability. Composite Reliability, similar to Cronbach's Alpha, evaluates internal consistency by focusing on true score variance relative to total scale score variance.

Convergent validity, crucial in confirming that indicators within a construct converge to explain the construct's variance, is evaluated through the Average Variance Extracted (AVE). AVE quantifies the proportion of variance in an indicator explained by the construct, with higher values, typically above 0.5, indicating better convergent validity (Hair et al., 2021).

Assessing the model fit is essential, with the Standardized Root Mean Square Residual (SRMR) and Normed Fit Index (NFI) being common metrics. SRMR quantifies the average magnitude of discrepancies between observed and model-implied correlation matrices. Lower SRMR values, such as < 0.08, suggest better fit, with values below 0.10 indicating good fit. NFI, on the other hand, measures the improvement in fit over a null model, ranging from 0 to 1. NFI values above 0.9 usually signify acceptable fit, with values closer to 1 indicating better fit (Hair et al., 2021).

Table 1.
Outer loading test results

Indicator	Green compensation system	Organizational culture	Mutual respect devotion	Firm performance
GCS1	0.820			
GCS2	0.875			
GCS3	0.901			
GCS4	0.897			
GCS5	0.895			
GCS6	0.814			
OC1		0.843		
OC2		0.843		
OC3		0.828		
MRD1			0.830	
MRD2			0.816	
MRD3			0.887	
MRD4			0.857	
MRD5			0.865	
MRD6			0.874	
FP1				0.906
FP2				0.822
FP3				0.858

Source: SmartPLS version 4 (2024)

RESULTS AND DISCUSSION

The Results and Discussion section presents a comprehensive analysis of the study's findings, covering the outer model test, inner model test, hypotheses testing, and a discussion based on the results. This section aims to provide a detailed examination of the relationships between variables, assess the model's fit, and discuss the implications of the findings for theory and practice.

Outer model

Validity indicator (Outer loading)

Based on Table 1, it is known that the results of the outer loading test above show that all indicators in this study can be said to be valid because each indicator has an outer loading value above 0.7.

Construct reliability (Cronbach alpha and composite reliability)

Based on Table 2, it is known that all variables in this study have Cronbach alpha and composite reliability values of more than 0.7, meaning that all variables in this study can be said to be reliable.

Table 2.
Reliability test results

Variable	Cronbach alpha	Composite reliability	Information
Green compensation system	0.896	0.899	Reliable
Organizational culture	0.834	0.848	Reliable
Mutual respect devotion	0.938	0.940	Reliable
Firm performance	0.887	0.887	Reliable

Source: SmartPLS version 4 (2024)

Table 3.
Convergent validity (AVE)

Variable	AVE	Information
Green compensation system	0.764	Valid
Organizational culture	0.750	Valid
Mutual respect devotion	0.728	Valid
Firm performance	0.746	Valid

Source: SmartPLS version 4 (2024)

Convergent validity (AVE)

Based on Table 3, all variables in this study can be considered valid as they have an AVE value greater than 0.5..

Goofness of fit test (Model fit)

In order for the model to meet the model fit criteria, the limitations or criteria for the model fit include: SRMR or Standardized Root Mean Square value <0.10 and NFI value > 0.9. The following are the results of the model fit assessment in this research:

In accordance with the results of the fit model above, the NFI value is 0.970 > 0.9. Based on the SRMR or Standardized Root Mean Square value, the value is 0.093 < 0.10, so the model is fit. So it can be concluded that the model fits the data.

Inner model

The inner model section includes the bootstrapping technique, encompassing the R^2 test and hypothesis testing.

R - Square test results (R^2)

R-Square measures the variation explained in each endogenous construct, serving as an indicator of how well the model can explain the existing data. The R^2 value ranges from 0 to 1, with higher values indicating a greater explanatory power of the model (J. Hair et al., 2022). The results of the R^2 test in this study are presented in Table 4. It is evident that the Mutual Respect Devotion variable is influenced by the Green Compensation system and Organizational Culture variables by 93.7%, with the remaining variation influenced by other variables not examined in this research. Additionally, firm performance is influenced by Mutual Respect Devotion by 80.1%.

Hypothesis testing

The path model test results confirm the relationships between variables, supporting the research hypotheses.

Path coefficients, critical values, and p-values are shown in Table 5. These will be used by researchers to evaluate the model further.

The study's hypotheses were tested to determine the relationships between variables. Hypothesis 1, which posited a positive influence of the Green Compensation System on Mutual Respect Devotion, was supported with a path coefficient of 0.895, t statistics of 41.507, and a p-value of 0.000 < 0.05. This indicates a significant relationship between the Green Compensation System and Mutual Respect Devotion.

Hypothesis 2 suggested a positive effect of Organizational Culture on Firm Performance.

Table 4.
R-Square test results

Variable	R Square
Mutual respect devotion	0.937
Firm performance	0.801

Source: SmartPLS version 4 (2024)

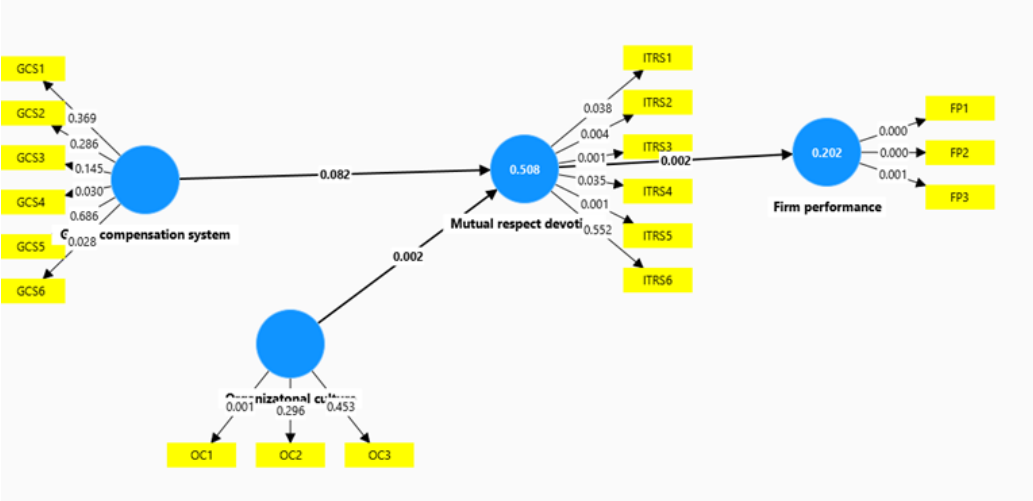

Figure 2.
Path model (Bootstrapping)

This hypothesis was also supported, with a path coefficient of 0.256, t-statistics of 2.028, and a p-value of 0.043 < 0.05. These results indicate that Organizational Culture has a significant impact on Firm Performance.

Lastly, Hypothesis 3 proposed a positive effect of Mutual Respect Devotion on Firm Performance, which was supported with a path coefficient of 0.674, t-statistics of 5.622, and a p-value of 0.000 < 0.05. This suggests that Mutual Respect Devotion plays a significant role in influencing Firm Performance.

The results of the partial mediation test show that the Mutual Respect Devotion variable can mediate the influence of the Green Compensation System and Organizational Culture on Firm Performance.

Overall, the findings of the study provide empirical support for the relationships between the Green Compensation System, Organizational Culture, Mutual Respect Devotion, and Firm Performance, highlighting their importance in organizational settings.

Discussion

The study results offer valuable insights into the interplay between various factors within an organization. One key area of interest is the potential mediating effect of Mutual Respect Devotion between the Green Compensation System and Firm Performance. While the study establishes a positive relationship between these variables, future research could delve deeper to determine if Mutual Respect Devotion serves as a mediator in this

Table 6.
Path coefficients hypothesis test results

	Hypothesis	Original sample	T Statistics	P Values	Conclusion
H1	*The green compensation system has a positive effect on mutual respect devotion*	0.895	41,507	0,000	Supported
H2	*Organizational culture has a positive effect on mutual respect devotion*	0.256	2,028	0.043	Supported
H3	*Mutual respect devotion has a positive effect on firm performance*	0.674	5,622	0,000	Supported

Source: SmartPLS version 4 (2024)

relationship. Understanding if the impact of the Green Compensation System on firm performance is channeled through increased Mutual Respect Devotion could provide a more nuanced understanding of organizational dynamics, aligning with the findings of Ahmed et al. (2021) and Liu (2023).

Another aspect worth exploring is the varying strengths of the relationships, as indicated by the path coefficients. Investigating the reasons behind these differences can offer deeper insights into the factors that contribute most significantly to firm performance. For example, identifying specific elements of organizational culture that have a stronger influence on firm performance could help organizations target their efforts more effectively. This is consistent with the research of Kang and Lee (2021), who emphasized the importance of understanding the distinct components of organizational culture that drive performance outcomes.

Additionally, the generalizability of the study's findings to different industries or organizational contexts is crucial. Replicating the study across various settings would not only strengthen the generalizability of the findings but also provide a broader understanding of how these relationships operate in different environments. This approach is supported by Wang et al. (2019), who highlighted the importance of cross-contextual validation in organizational research. By considering these aspects, future studies can build on the current findings and provide more comprehensive insights into the factors that enhance organizational performance and sustainability.

From a practical standpoint, organizations can benefit from understanding how to implement these findings. This could involve designing specific Green Compensation System structures that foster mutual respect or identifying key cultural elements that contribute to high performance. By applying these insights, organizations can potentially enhance their performance and create a more positive work environment.

CONCLUSION

In conclusion, the findings of this study support the hypotheses that the Green Compensation System has a positive influence on Mutual Respect Devotion, Organizational Culture positively affects Firm Performance, and Mutual Respect Devotion positively impacts Firm Performance. These results underscore the importance of considering these factors in organizational management practices. The Green Compensation System can be a strategic tool to enhance employee engagement and environmental sustainability efforts. Similarly, fostering a positive Organizational Culture can lead to improved Firm Performance. Moreover, promoting Mutual Respect Devotion among employees can contribute to a more productive and harmonious work environment, ultimately benefiting the organization's performance.

Based on these conclusions, organizations are encouraged to implement several key strategies to enhance their performance and long-term sustainability. Firstly, they should focus on developing and improving compensation programs that incentivize environmentally sustainable behaviors. Secondly, efforts should be made to strengthen and maintain a positive organizational culture through transparent communication, training, and recognition of cultural values. Finally, strategies to increase mutual respect and devotion among employees should be implemented, including leadership development programs and creating an inclusive work environment. By implementing these suggestions, organizations can create a more engaged and productive workforce, leading to improved performance and sustainability.

The managerial implications of the partial mediation test are that firms can improve firm performance by utilizing a green compensation system and an organizational culture that supports sustainability. The management of mutual respect and devotion values acts as a mediator, strengthening the relationship between the two factors and firm performance. Managers need to focus on

developing sustainability-based compensation policies and creating a culture that supports the values of respect and employee engagement. This can improve firm performance, increase employee motivation, and support larger sustainability goals.

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