

The Influence of Green Work Environment and Mental Health on Work Productivity Moderated By Work Quality in Bekasi City Land Office Employees

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Abstrack

This study aims to analyze the influence of Green Work Environment and Mental Health on Work Productivity, with Work Quality as a mediating variable among employees at the Land Office of Bekasi City. The sample consists of 104 employees, and data was collected through a Google Form questionnaire. Data analysis was performed using SPSS and path analysis to identify the direct and indirect relationships between the variables. The results show that the Green Work Environment has a positive and significant impact on Work Productivity both directly and through the mediation of Work Quality, with a direct regression coefficient of 0.512 and an indirect effect of 0.360. Similarly, Mental Health positively influences Work Productivity, with a direct regression coefficient of 0.334 and an indirect effect through Work Quality of 0.235. Work Quality is proven to be a significant mediating variable in enhancing Work Productivity. The combined influence of the Green Work Environment and Mental Health on Work Productivity through Work Quality strengthens the positive relationship between these variables. The study concludes that improving the Green Work Environment and focusing on Mental Health can enhance Work Quality, ultimately increasing employees' Work Productivity. Therefore, organizations are advised to implement strategies that focus on developing a healthy and environmentally friendly work environment while supporting employees' mental well-being.

Keywords: Green Work Environment, Mental Health, Work Quality, Work Productivity, SPSS.

INTRODUCTION

For thousands of years, humans lived in the wild, but in the 21st century, human life has evolved towards a modern civilization with most of the time spent inside buildings. The workplace is becoming a key environment that affects worker behavior, health, morale and productivity. Research shows that aspects of the office environment, such as air quality and lighting, have a significant impact on productivity and well-being (Loftness et al., 2007; Stanton, 2004). In the increasingly fierce business competition, work quality, which includes satisfaction, competence and motivation, is an important factor in determining company productivity (WHO & International Labour Organization, 2022; Schymik, 2018). Another important factor affecting work quality is workers' mental health. Work environments that include green elements can promote mental health and positive social interactions (Human Spaces Report, 2015; Belloni et al., 2022).

This research also explores the problem of absenteeism at the Bekasi City Land Agency Office, which has an impact on productivity. Based on 2023 absenteeism data, the number of absences due to alpha, sickness, permission, and leave reached an alarming number, with 15.8% incidence of tardiness and 4.4% incidence of leaving prematurely. High absenteeism is triggered by work stress, health conditions, and a work environment that is less supportive of physical and mental well-being. This study aims to understand the impact of a healthy work environment, including the adoption of green elements, on productivity by reducing employee

absenteeism. The implementation of a conducive work environment in the Bekasi City Land Agency Office is expected to improve the quality of employee work and more efficient public services..

Work quality in the service sector is related to the ability to meet customer needs and expectations on an ongoing basis, as well as employee behavior in carrying out tasks with accuracy and neatness (Warella, 2004; Wilson, 1987). According to Dessler (2014), work quality involves efficiency, effectiveness, and employee satisfaction that have an impact on achieving organizational goals. Factors that influence work quality include work environment, competence, motivation, and HR management (Johnson and Crum-Cano, 2011). A green work environment increases creativity and job satisfaction (Kaplan, 1989; World Green Building Council, 2014). Indicators of work quality include productivity, product quality, employee satisfaction, absenteeism, competence, and time efficiency (Collings, Mellahi, and Cascio, 2019). Other factors such as satisfaction, commitment, motivation, and leadership also affect work quality (Arda, 2017; Varma, 2018). Good work quality impacts productivity and organizational success..

Green Work Environment is the integration of natural elements, such as indoor plants, rooftop gardens, and green walls, into workspace design to create a healthy and productive environment. Research by Ulrich (1984) and Zhong et al. (2022) show that interaction with nature can reduce stress and improve employees' psychological well-being. The implementation of Green Working Environments, as practiced by Google and Amazon, not only improves employee well-being, but also strengthens the company's image as a sustainable entity (Kaplan, 1989). Factors supporting success include environmental policies, green technology, and organizational commitment (Kaplan, 1989). Key indicators include the use of indoor plants, green areas, natural lighting, and energy and water efficiency (Oberndorfer et al., 2007). A Green Work Environment improves productivity, employee well-being, and reduces the company's environmental impact.

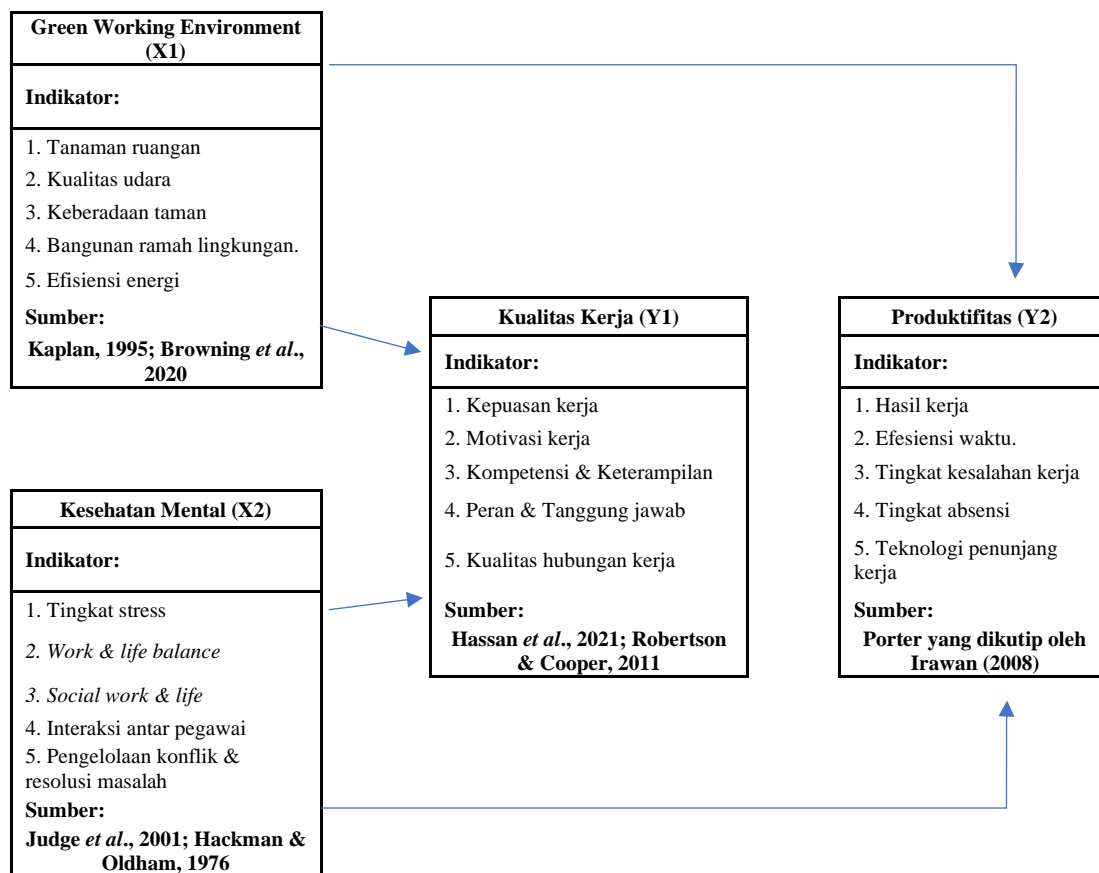
Mental Health is an important factor that affects an individual's personal life and productivity (Engel, 2012). According to Lazarus (1984), Mental Health includes emotional, psychological, and social balance, enabling a person to manage daily stress and challenges. Masten (2014) added that this concept involves subjective well-being, self-efficacy, and self-actualization. In general, Mental Health is more than just the absence of mental disorders (WHO and International Labour Organization, 2022). In the workplace, Mental Health is influenced by various factors such as social support, job control, job security, work-life balance, and organizational policies that support employees' mental well-being (Faurholt-Jepsen et al., 2018; Buljac-Samardzic et al., 2020; von Hofacker et al., 2024).

Work Productivity is a measure of efficiency in producing output optimally, using available resources (KBBI, 2007). Anshari (1996) defines productivity as the ability to produce something significant, while Ndraha (1999) states that productivity involves results, processes, and the ability to produce. Research shows that Green Working Environment has a positive effect on productivity. Tennessen et al. (1996) found that access to green areas can reduce mental fatigue and improve focus. Andrusaityte et al. (2020) also stated that long-term exposure to green environments increases productivity, especially in tasks that require high concentration. According to the World Green Building Council (2014), the main factors that influence work productivity include technology and infrastructure, effective leadership, employee motivation, skills training, and physical and mental health. Indicators of work productivity, according to Collings, Mellahi, and Cascio (2019), include work output, efficient use of time and resources, error rates, low absenteeism, and utilization of technology that supports work efficiency. High productivity is determined by these factors as well as worker well-being

METHOD

This study examines the causal relationship between Green Work Environment, Mental Health, Work Quality, and Work Productivity at the Bekasi City Land Agency Office. This research is explanatory in nature, using primary data collected through a questionnaire survey distributed to 104 employees. To analyze the data, descriptive analysis and path analysis methods were used. Descriptive analysis is used to describe the data that has been collected without making generalizations, while path analysis is used to test the causal relationship between variables. This study uses three types of variables: exogenous, endogenous, and moderating variables. Green Work Environment (X1) and Mental Health (X2) are exogenous variables measured through various indicators, such as indoor plants, air quality, energy efficiency, stress levels, and work-life balance. Work Quality (Y1) is an endogenous variable that is influenced by exogenous variables and measured through indicators such as job satisfaction, motivation, and employee competence. Work Productivity (Y2) acts as a moderating variable, strengthening or weakening the relationship between Green Work Environment and Mental Health to Work Quality. Work Productivity is measured through indicators such as work output, time efficiency, absenteeism rate, and use of technology.

Figure 1. Frame Work



RESULTS AND DISCUSSION

Table 1. Hypothesis Test Results

No	Hip	Variabel			Koefisien Regresi		
		Exogen	Mediasi	Endogen	Langsung	Tidak Langsung	Total
1	H1	Lingkungan Kerja Hijau		Produktivitas Kerja	0.512		
	H2	Lingkungan Kerja Hijau	Kualitas Kerja		0.205	$0.512 \times 0.703 = 0.360$	
	H3	Produktivitas Kerja	Kualitas Kerja		0.703		
	H4	Lingkungan Kerja Hijau	Kualitas Kerja	Produktivitas Kerja			$0.205+0.703=0.144$
2	H1	Kesehatan Mental		Produktivitas Kerja	0.334		
	H2	Kesehatan Mental	Kualitas Kerja		0.2	$0.334 \times 0.703 = 0.235$	
	H3	Produktivitas Kerja	Kualitas Kerja		0.878		
	H4	Kesehatan Mental	Kualitas Kerja	Produktivitas Kerja			$0.200+0.235 = 0.047$

Sumber : data dianalisis, 2024

The structural equation model in this study involves one exogenous variable, one mediating variable, and one endogenous variable. The results of the analysis show that the direct, indirect, and total effects between variables have a significance value (p-value) greater than 0.05. This means that the influence between variables is not significant, so the proposed hypothesis cannot be accepted at the 95% confidence level.

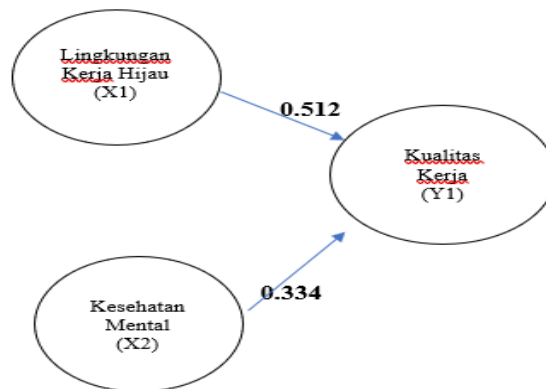


Figure 1. Hypothesis 1 testing structure

Source: data analyzed, 2024

Hypothesis 1 shows that the Green Working Environment (X1) has a positive influence on Work Quality (Y1) at the Bekasi City Land Office, with a coefficient of 0.512. This means that the better the conditions of the green work environment, the higher the quality of employee work. This finding supports the first hypothesis that Green Work Environment plays a significant role in improving Work Quality.

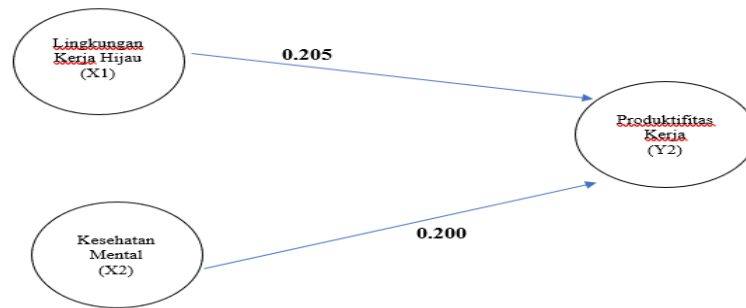


Figure 2. Hypothesis 2 testing structure

Source: data analyzed, 2024

Hypothesis 2 shows that Green Working Environment (X1) and Mental Health (X2) have a positive effect on Productivity (Y2) at the Bekasi City Land Office. The relationship coefficients of 0.205 and 0.200 respectively indicate that both variables significantly increase employee productivity, with Green Working Environment exerting a slightly greater influence. This finding supports the hypothesis that Green Work Environment and Mental Health contribute positively to Productivity.

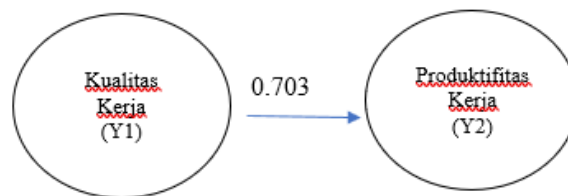


Figure 3. Hypothesis 3 testing structure

Source: data analyzed, 2024

Hypothesis 3 shows that Work Quality (Y1) has a positive and significant effect on Productivity (Y2) at the Bekasi City Land Office, with a relationship coefficient of 0.703. This means that the higher the employee's Work Quality, the higher the Productivity achieved. This result supports the hypothesis that Work Quality plays an important role in increasing Productivity.

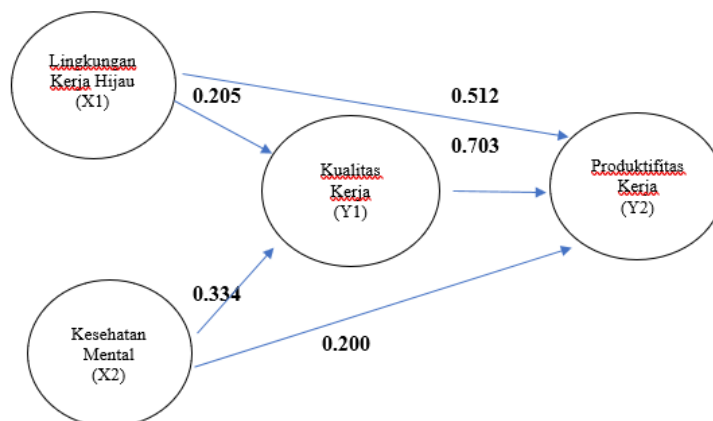


Figure 4. Hypothesis 4 testing structure

Source: data analyzed, 2024

The fourth hypothesis in this study assesses the effect of Green Working Environment (X1) and Mental Health (X2) on Work Quality (Y1) and Work Productivity (Y2) at the Bekasi

City Land Office. The analysis results show that Green Working Environment (X1) has a significant positive effect on Work Quality (Y1) with a coefficient of 0.512 (p-value <0.05) and Mental Health (X2) also has a significant positive effect on Work Quality (Y1) with a coefficient of 0.334 (p-value <0.05). For Work Productivity (Y2), Green Working Environment (X1) has a positive effect with a coefficient of 0.205 (p-value < 0.05) and Mental Health (X2) with a coefficient of 0.200 (p-value < 0.05). However, the greatest influence on Productivity comes from Work Quality (Y1), with a coefficient of 0.703 (p-value < 0.001), signifying a highly significant effect. This suggests that improving Work Quality is a major factor in improving employee Productivity.

CONCLUSIONS AND SUGGESTIONS

Based on research on the effect of Green Working Environment and Mental Health on Productivity with Work Quality as a moderating variable at the Bekasi City Land Office, the following conclusions are obtained: 1. Green Work Environment has a positive effect on employee Work Quality, which is reflected in indicators such as plants in the workspace, air quality, and energy efficiency. 2. Mental Health also contributes positively to Work Quality, influenced by factors such as stress, work-life balance, and conflict management. 3. Green Working Environment supports improved Work Productivity, suggesting that environmentally friendly working conditions contribute to better work outcomes. 4. Mental Health plays a role in increasing Work Productivity, by improving employees' mental state which leads to increased work efficiency. 5. Work Quality has a major influence on Work Productivity, indicating that high work quality promotes better productivity. 6. Green Work Environment and Mental Health, when moderated by Work Quality, show a significant increase in Work Productivity. The results show that good work environment and mental health conditions, together with optimal work quality, support increased employee productivity at the Bekasi City Land Office.

Training on Green Working Environment and Mental Health: The Bekasi City Land Office is advised to organize training or workshops to improve employees' understanding of the benefits of Green Working Environment and Mental Health. This can reduce employee absenteeism and tardiness, and increase productivity. Integration in Education Curriculum: Universities are expected to include material on the effects of Green Working Environment and Mental Health in the curriculum, particularly in the fields of health and human resource management, to prepare graduates who are better equipped to deal with these issues. Green Work Environment Policy Development: The Bekasi City Land Agency Office management needs to develop policies that support Green Working Environment and provide mental health facilities, such as meditation rooms and green areas. This can improve employee well-being and productivity, and reduce absenteeism.

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