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Determinants of Green HRM: An Analysis of Green Training, Green Performance Appraisal, Green Compensation and Green Recruitment

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Abstract: The purpose of this literature research is to help future authors in determining human resource management research. The research article Determining Green Human Resource Management: Green Training Analysis, Green Performance Appraisal, Green Compensation, and Green Recruitment is a scientific literature article within 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 review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and comes from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, 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 Training affects Green HRM; 2) Green Performance Appraisal affects Green HRM; 3) Green Compensation affects Green HRM; and 4) Green Recruitment affects Green HRM.

Keywords: Green HRM, Green Training, Green Performance Appraisal, Green Compensation, Green Recruitment

INTRODUCTION

Green innovation or green transformation has become one of the main focuses of sustainable development efforts in Indonesia. The Indonesian government has developed various policies and programs to support the transition to a greener economy. An important step is the implementation of a green economy concept, which aims to reduce negative environmental impacts while promoting economic growth (Ali et al., 2023). In this context, green innovation covers a wide range of sectors, from renewable energy to sustainable natural resource management and waste reduction. The government is also encouraging the development of environmentally friendly technologies by providing incentives to companies that invest in research and development (R&D) in this area (Widodo, 2022).

Green innovation also plays an important role in creating new jobs. For example, the renewable energy sector is expected to create millions of jobs at various levels, from research and development to installation and maintenance. This is a great opportunity for Indonesia not

only to reduce its dependence on fossil fuels but also to boost the local economy. Proper education and training can prepare the workforce to meet the needs of this growing industry. In this way, Indonesia's green transformation focuses not only on environmental issues but also on improving people's quality of life (Maulita, 2022).

However, in realizing green innovation and transformation that improves the quality of life of the community, human resources that are able to compete are needed. The ability to compete can be shown from the skills or abilities that each person has. The inherent abilities or skills must be relevant to the field to be achieved to gain competitiveness.

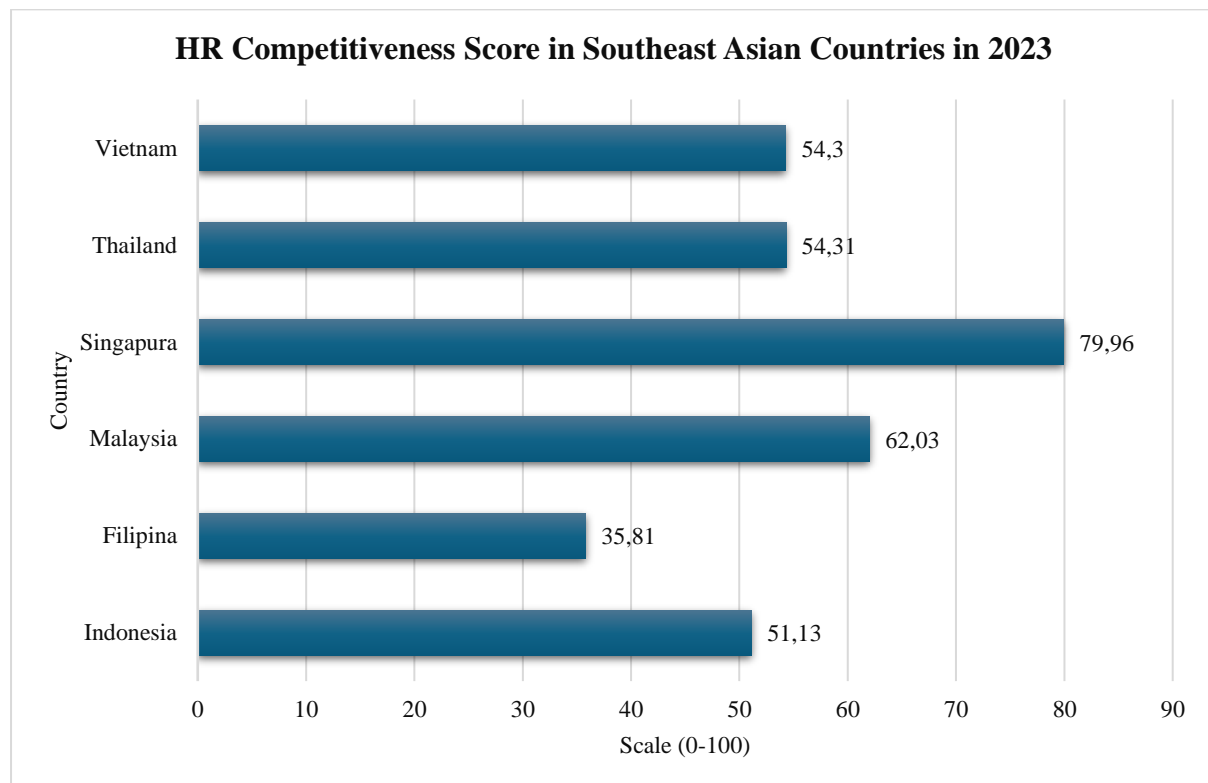


Figure 1. Competitiveness Data of Human Resources of Countries in Southeast Asia in 2023
Source: Ahdiat, (2024)

Based on the data in figure 1 above, it is known that Indonesia has a competitiveness score of 51.13 out of a scale of 100, far below Malaysia with a competitiveness score of 62.03 out of a scale of 100. Indonesia ranks 5th out of 6 countries in Southeast Asia regarding human resource competitiveness scores. This competitiveness is seen with indicators of the value of investment given by the country to human resource development, the ability of the country to attract skilled human resources from abroad and the general level of readiness. Human resource investment and development is seen from the amount of state spending on the education sector, the ratio of the education budget to the number of students, the teacher-student ratio, the lecturer-student ratio and so on. Therefore, green human resource management in Indonesia today needs to be improved and optimized.

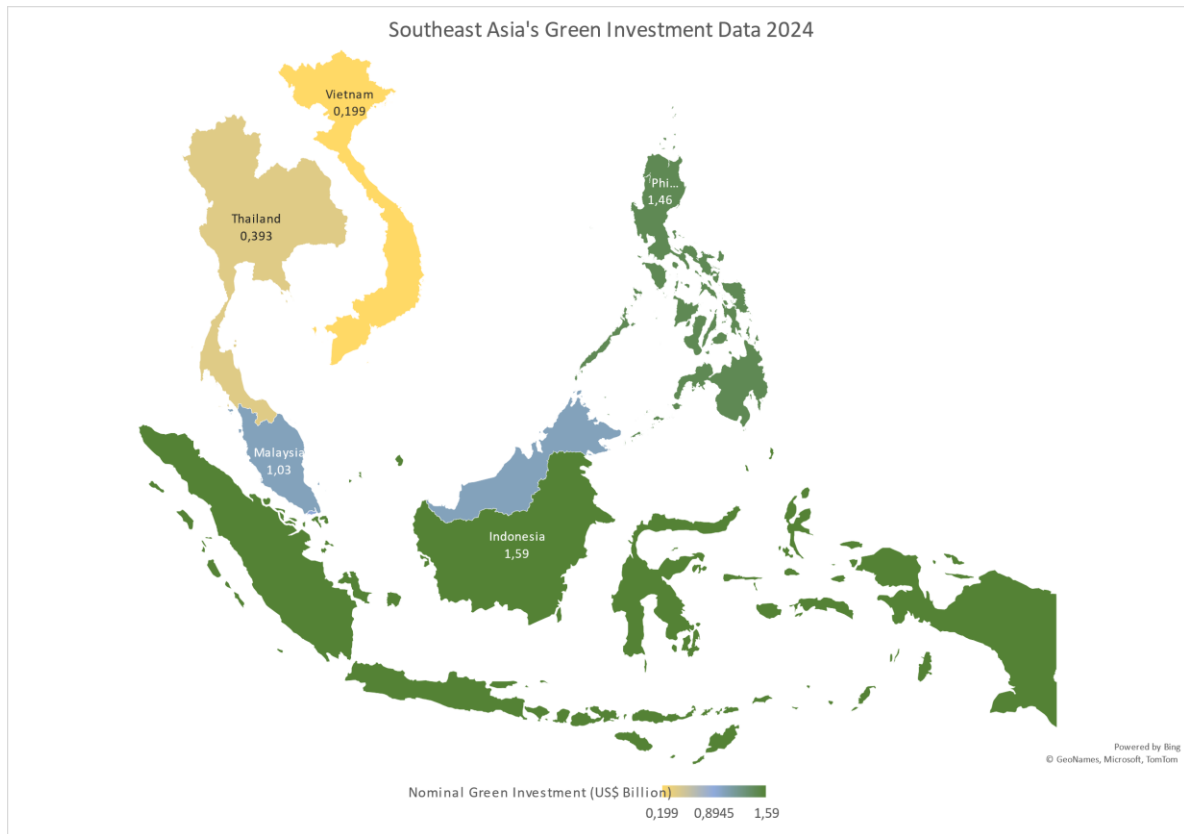


Figure 2. Green Investment Data in Southeast Asian Countries by 2024
Source: Brain & Company, GenZero, Standard Chartered and Tamasek (2024)

After knowing the level of competitiveness between countries in Southeast Asia, the value of green investment obtained by these countries is then known. Where Indonesia is the country with the largest green investment value of the other 5 countries in Southeast Asia, far ahead of Singapore and Malaysia. With the amount of green investment value, Indonesia should be able to have competitiveness, especially in green human resources.

Problem Formulation

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 Training affect Green HRM?; 2) Does Green Performance Appraisal affect Green HRM?; 3) Does Green Compensation affect Green HRM?; and 4) Green Recruitment affects Green HRM.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand the concept of HRM research thoroughly, focusing on the context and meaning contained in Green HRM. 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.

The data used in this study comes from previous research related to research methodologies. The researcher will analyze the existing literature to identify patterns and trends in the research methodology. By using previous research and other references, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of Green HRM, (Susanto, Arini, et al., 2024).

Data was collected through a literature review. The literature review is an important step in this research as it allows the researcher to identify and analyze various sources relevant to the topic at hand. The researcher will collect data from journal articles, books, and other

relevant documents to gain insight into the research methods. The literature review also informs the researcher about the latest developments in the field and identifies research gaps that need to be filled (Susanto, Yuntina, et al., 2024).

This research utilizes data from a variety of 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 Green HRM from various perspectives.

RESULTS AND DISCUSSIONS

Results

The following are the research findings by considering the context and problem formulation:

Green Human Resource Management

Green HRM is a strategic approach to human resource management that integrates environmental sustainability practices into an organization's policies, processes, and culture. The focus is on minimizing the environmental impact of business activities by engaging employees in green initiatives such as waste management, carbon emission reduction, and energy efficiency. Green HRM includes activities such as promoting environmental awareness, providing green training, setting sustainability-based performance indicators, and creating a work environment that supports green practices. By applying these principles, organizations not only fulfill their social responsibilities but also enhance their reputation, reduce operating costs, and create long-term value for stakeholders (Khadafi, 2024).

Indicators or dimensions contained in the Green Human Resource Management variable include: 1) Employee Environmental Awareness: Measures the extent to which employees understand and care about environmental issues and support the organization's green initiatives; 2) Green HR Policies: Refers to company policies that support sustainability, such as efficient resource use and waste management; 3) Green Innovation: The ability of employees to develop creative ideas that reduce negative environmental impacts; 4) Sustainability-Based Work Culture: Creating a work environment that encourages green practices, such as reduced paper use or shared transportation; and 5) Leadership Support: Management commitment to provide direction, resources and incentives to implement green practices throughout the organization (Mansyur et al., 2023).

Green Human Resource Management variables are relevant to previous research conducted by: (Fitria et al., 2024), (Hutomo et al., 2020), (Aziz et al., 2021).

Green Training

Green training is a competency development program for employees to improve their knowledge and skills in implementing green practices in the workplace. The training covers topics such as energy management, waste management, use of green technology, and implementation of more efficient work systems. The goal is to build a work culture that supports environmental sustainability by empowering employees to identify green innovation opportunities and reduce the negative impacts of operational activities. Green training also promotes collective awareness of the importance of environmental responsibility at both the individual and organizational levels (Zainal et al., 2019).

Indicators or dimensions contained in the Green Training variable include: 1) Green Topics: Training materials include waste management, energy efficiency, and the use of green technologies; 2) Innovative Training Methods: Using approaches such as simulations, workshops, and project-based training to improve employees' green skills; 3) Evaluating training effectiveness: Measuring the impact of training on employees' ability to implement

green practices; 4) Employee engagement: The level of employee engagement in the green training program; and 5) Training frequency and consistency: How often and consistently the company conducts sustainability-related training (Marsono et al., 2018).

Green Training variables are relevant to previous research conducted by: (Sinaga & Nawangsari, 2019), (Anindyah & Nugroho, 2023), (N. T. Pham et al., 2020), (Susanto, Sawitri, Ali, & Tussoleha Rony, 2024),

Green Performance Appraisal

Green Performance Appraisal is an employee performance evaluation process that includes indicators related to environmental sustainability. It measures an employee's contribution to the organization's environmental goals, such as energy efficiency, waste reduction, or responsible resource management. By implementing these assessments, organizations can ensure that sustainability becomes an integral part of the work culture and employee behavior. These assessments are also used to provide constructive feedback and encourage continuous improvement in green practices (Silitonga & Widodo, 2019), (Susanto, Sawitri, Ali, & Rony, 2024).

Indicators or dimensions contained in the Green Performance Appraisal variable include: 1) Environmental Performance Indicators: The existence of parameters that measure employee contributions to green initiatives, such as emissions or waste reduction; 2) Integration with Organizational Goals: Green performance evaluation is aligned with the company's sustainability vision and mission; 3) Feedback and development: Provides specific feedback to employees to improve their green performance; 4) Recognition of Green Achievements: Rewards employees who successfully achieve sustainability goals; and 5) Continuous Improvement: Assessments that encourage innovation and continuous improvement in green behavior (Widodo, 2021).

Green Performance Appraisal variables are relevant to previous research conducted by: (Muhammaf Ikmal Rezal, Nurazwa, 2020), (Ardiza et al., 2021), (Sadek & Karkoulian, 2024).

Green Compensation

Green compensation is a form of reward for employees who contribute to the organization's sustainability efforts. It can be a financial incentive, such as a bonus, or a non-financial reward, such as recognition, additional training opportunities, or green facilities. The goal is to encourage employees to actively participate in green initiatives and create alignment between individual goals and the organization's sustainability goals. Green compensation also demonstrates the organization's commitment to social responsibility and sustainability, which in turn strengthens the brand image and employee satisfaction (Djalil, 2022).

Indicators or dimensions contained in the Green Compensation variable include: 1) Sustainability-Based Bonuses: Financial incentives for employees who make significant contributions to the company's environmental goals; 2) Nonfinancial Awards: Forms of appreciation such as recognition, certificates, or special reward programs; 3) Green Facilities: Providing benefits such as electric vehicles, public transportation subsidies, or green products; 4) Team Incentive Programs: Rewarding collective team performance on green projects; and 5) Linking compensation to green performance: Adjusting compensation based on the results of an employee's green performance rating (Kamilia & Nawangsari, 2023).

Green Compensation variables are relevant to previous research conducted by: (Ardiza et al., 2021), (Syukri et al., 2023), (Widodo, 2023b).

Green Recruitment

Green recruitment is a hiring process that emphasizes the search and selection of candidates who are committed to sustainability and green values. This practice includes creating job descriptions that reflect the need for green skills, interviewing candidates to assess

their environmental awareness, and communicating the company's commitment to environmental responsibility. Green recruiting not only helps companies attract relevant talent, it also enhances the organization's reputation as a workplace that cares about the environment. This process is an important strategy for creating a workforce that is aligned with the organization's sustainability vision (Sinaga & Nawangsari, 2019).

Indicators or dimensions contained in the Recruitment variable include: 1) Sustainability-based hiring criteria: Establish requirements that include candidates' understanding or experience with environmental initiatives; 2) Digital recruiting process: Reduce paper use by using online platforms for applications and interviews; 3) Communicate the company's green values: Communicate the company's commitment to sustainability to prospective employees; 4) Recruit Green Experts: Focus on finding candidates with specialized skills in green technology or sustainability; and 5) Promote Green Job Opportunities: Highlighting the company's strengths as an environmentally conscious organization to attract quality candidates (D. D. T. Pham & Paillé, 2020).

Green Recruitment variables are relevant to previous research conducted by: (Anindyah & Nugroho, 2023), (Widodo et al., 2019), (Susanto, Sawitri, & Suroso, 2023), (Susanto, Rachman, et al., 2024)

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	(Khadafi, 2024)	-Green Training variables affect Green Human Resource Management -Green Rewards variable affects Green Human Resource Management -Green Recruitment variables affect Green Human Resource Management	-This article has in common that it examines the Green Training variable on its independent variable, and examines the Green Human Resource Management variable on its dependent variable.	-The difference with previous research is that the Green Award variable is another independent variable.
2	(Nurmannah, 2024)	-Green Performance Appraisal variables affect Green Human Resource Management -Green Supply Chain variables affect Green Human Resource Management	-This article has in common that it examines the Green Performance Appraisal variable on its independent variable, and examines the Green Human Resource Management variable on its dependent variable.	-The difference with previous research is that there are other Independent Green Performance Appraisal variables.
3	(Mulyadi et al., 2022)	-Green Compensation variables affect Green Human Resource Management at PT Langkat Sawit Hijau Pratama	-This article has in common that it examines the Green Compensation variable in the independent	Another difference is that there is an object in previous research, which was conducted at

		-Green Job Design variables affect Green Human Resource Management at PT Langkat Sawit Hijau Pratama	variable, and examines the Green Human Resource Management variable in the dependent variable.	PT Langkat Sawit Hijau Pratama.
4	(Isrososia wan et al., 2020)	-Green Recruitment variables affect Green Human Resource Management in the Hospitality Industry -Green Rewards variables affect Green Human Resource Management in the Hospitality Industry	-This article has in common that it examines the Green Recruitment variable in the independent variable, and examines the Green Human Resource Management variable in the dependent variable.	-The difference with previous research is in the Green Award variable as another Independent variable.

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:

1. Effect of Green Training on Green Human Resource Management

Green training has a significant impact on green human resource management (green HRM) by developing employees' skills and awareness of sustainability. Relevant green topics such as energy management, resource efficiency, and environmentally friendly practices play an important role in raising employees' environmental awareness. The knowledge gained through this training helps employees understand their responsibility to protect the environment, so they are better equipped to support the green HR policies implemented by the organization.

In addition, the use of innovative training methods such as simulations, e-learning, and environmental case studies provides employees with practical experience in dealing with sustainability challenges. These methods enable employees to think critically and develop creative solutions that support green innovation. When green innovation becomes part of an organization's culture, green HRM can be sustainable and adaptable to changes in the business environment.

Evaluating the effectiveness of training is an important step in ensuring the success of green training. It helps organizations determine the extent to which training is improving employees' knowledge and skills to support sustainability. Evaluation results can be used to improve training programs, create more effective policies, and ensure that a sustainable work culture is achieved.

Employee engagement in green training is an important indicator of training success. Engaged employees not only absorb information, they are more likely to incorporate green practices into their daily activities. This active participation helps increase environmental awareness and cooperation among employees in support of the company's green goals. It also creates stronger leadership buy-in, as executives see firsthand the positive impact of green training on organizational performance and culture.

Frequency and consistency of training are also key to the success of green training. Regular and consistent training reflects an organization's commitment to developing a workforce that supports sustainability. Ongoing training programs ensure that employees are

continually updated with the information and knowledge needed to address dynamic environmental challenges.

Overall, green training contributes significantly to green HRM by raising environmental awareness, implementing green policies, and strengthening a sustainable work culture. With relevant training topics, innovative methods, proper evaluation, and consistent commitment and frequency, organizations can create a work ecosystem that supports green innovation and long-term sustainability. Green training not only develops the skills of employees but also encourages leadership support to implement green HR policies more effectively and sustainably.

2. The Effect of Green Performance Appraisal on Green Human Resource Management

Green performance appraisals have a significant impact in supporting green human resource management (HRM), particularly in creating more sustainable organizations. Environmental performance indicators, such as carbon emission reduction, waste management, or energy use efficiency, provide an objective basis for assessing employees' contributions to sustainability goals. These metrics help employees better understand the organization's expectations for environmental stewardship and increase their environmental awareness. This leads to more effective implementation of green HR policies.

Integration with organizational goals plays an important role in ensuring that green performance appraisals are aligned with the company's sustainability vision and mission. When green appraisals are part of an organization's strategy, employees are more engaged in achieving environmental goals, such as green innovation. This integration creates continuity between an individual's performance and his or her contribution to a sustainability-oriented work culture, fostering greater collaboration and leadership buy-in.

Feedback and development are key components of green performance reviews. Employees need clear guidance on areas for improvement and opportunities for further green development. This process not only improves employee skills but also reinforces a work culture that proactively addresses environmental challenges. Constructive feedback motivates employees to continue to innovate, contributing to the success of green HRM.

Recognition of green achievements provides additional motivation for employees to actively participate in sustainability initiatives. This recognition can take the form of formal awards or informal appreciation that reinforces employees' commitment to environmental goals. When green achievements are publicly recognized, an organizational culture that supports sustainability becomes more robust, which in turn increases green innovation and support from all levels of leadership.

Finally, continuous improvement of the green performance appraisal system ensures that the approach remains relevant and adaptive to change. By regularly evaluating and refining the process, organizations can identify obstacles and develop new strategies to achieve sustainability goals. This approach helps organizations maintain a focus on employee environmental awareness, consistent implementation of green policies, and a work environment that continues to foster innovation and sustainability.

Overall, green performance appraisals have a significant positive impact on green HRM. Through clear performance indicators, integration with organizational goals, constructive feedback, recognition of achievements, and a continuous improvement-oriented approach, companies can create a more environmentally conscious work environment. This not only strengthens green HR policies and green innovation but also creates a sustainability-based work culture supported by inspiring and collaborative leadership. Green performance appraisal, with a strategic and inclusive approach, is a critical element in achieving successful green HRM in the modern era.

3. The Influence of Green Compensation on Green Human Resource Management

Green compensation plays an important role in supporting green human resource management (green HRM) by creating incentives that encourage employees to actively participate in green initiatives. Sustainability-based rewards, such as financial rewards for achieving energy efficiency or waste reduction goals, directly motivate employees to contribute to the organization's environmental goals. These incentives increase employees' environmental awareness and motivate them to consistently practice behaviors that support green HR policies.

In addition to financial rewards, non-financial rewards such as certificates, public recognition, or formal awards for employees' environmental contributions also have a significant impact. Such rewards instill a sense of pride and job satisfaction that reinforces a sustainable work culture. By rewarding green achievements, companies can encourage green innovation as employees feel valued for their contributions to creating more sustainable solutions.

Green perks, such as access to green transportation, electric vehicle subsidies, or incentives to use renewable energy at home, provide additional benefits to employees. These perks not only support employees' well-being but also integrate sustainability into their daily lives. By providing these benefits, the company demonstrates its commitment to green human resources policies and helps create a culture of sustainability in the workplace.

Team incentive programs also play a key role in encouraging green collaboration and innovation. Incentives for groups or teams that successfully achieve shared green goals create a more collaborative work environment. These programs help instill a spirit of teamwork in achieving sustainability goals, which in turn supports the development of a sustainability-based workplace culture and strengthens support from senior management.

Linking compensation to environmental performance is an important element of a green HRM strategy. When employees see that their contribution to green initiatives directly affects the rewards they receive, they are more likely to actively engage in sustainable activities. This approach reinforces green HR policies by ensuring that every contribution is valued and recognized.

Overall, green compensation has a significant positive impact on green HRM. Sustainability-based bonuses, non-financial rewards, green perks, team incentive programs, and linking compensation to green performance create a framework that supports employee environmental awareness and green innovation. With well-planned compensation strategies, companies not only increase employee motivation and engagement, but also encourage the creation of greener and more sustainable HR policies. Consistent leadership support in implementing green compensation ensures that organizations can build a proactive, innovative and long-term sustainable work culture.

4. The Influence of Green Recruitment on Green Human Resource Management

Green recruitment plays a strategic role in building green human resource management (HRM) by ensuring that recruited candidates have a vision that aligns with the company's sustainability goals. Sustainability-based recruitment criteria are a significant first step, where companies set indicators such as environmental awareness, experience in green projects, or commitment to sustainable practices. With these criteria, companies can recruit individuals who are not only competent but also have a concern for the environment, thus supporting employees' overall environmental awareness.

Digital recruitment processes make an important contribution to green HRM by reducing the use of resources such as paper and energy. Using digital technology for interviewing, selection, and onboarding reflects both efficiency and a commitment to sustainability. In addition, this process accelerates candidates' familiarization with the company's green HR policies, thus reinforcing a sustainability-based work culture from the start.

Communicating green values to potential employees is also an integral part of green recruitment. When a company clearly conveys its mission of sustainability through recruitment materials or interviews, potential employees gain an in-depth understanding of their responsibility toward green initiatives. This not only increases the likelihood of attracting candidates who share the same vision but also builds an early commitment to green innovations that align with the company's goals.

Green recruitment also involves efforts to recruit environmental experts who have specialized expertise in sustainability. These experts bring new insights and innovations needed to develop more effective green HR policies. The presence of environmental experts in the company not only encourages the development of employees' environmental awareness but also strengthens leadership support for the implementation of green policies.

Promoting green job opportunities is another important aspect of green recruitment. By creating job positions that directly focus on sustainability, companies demonstrate their commitment to green innovation and sustainability-based work culture. Positions such as “Sustainability Manager” or “Green Project Coordinator” not only attract environmentally-oriented talent but also create synergies in support of the company's green policy.

Overall, green recruitment has a significant impact on green HRM through sustainability-focused strategies. By setting environment-based criteria, utilizing digital technology, communicating green values, recruiting experts, and promoting green jobs, companies can build stronger employee environmental awareness. This strategy also supports the development of green HR policies, encourages green innovation, and creates a sustainable work culture. With consistent leadership support, green recruitment is a solid first step in achieving long-term success in green human resource management.

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:

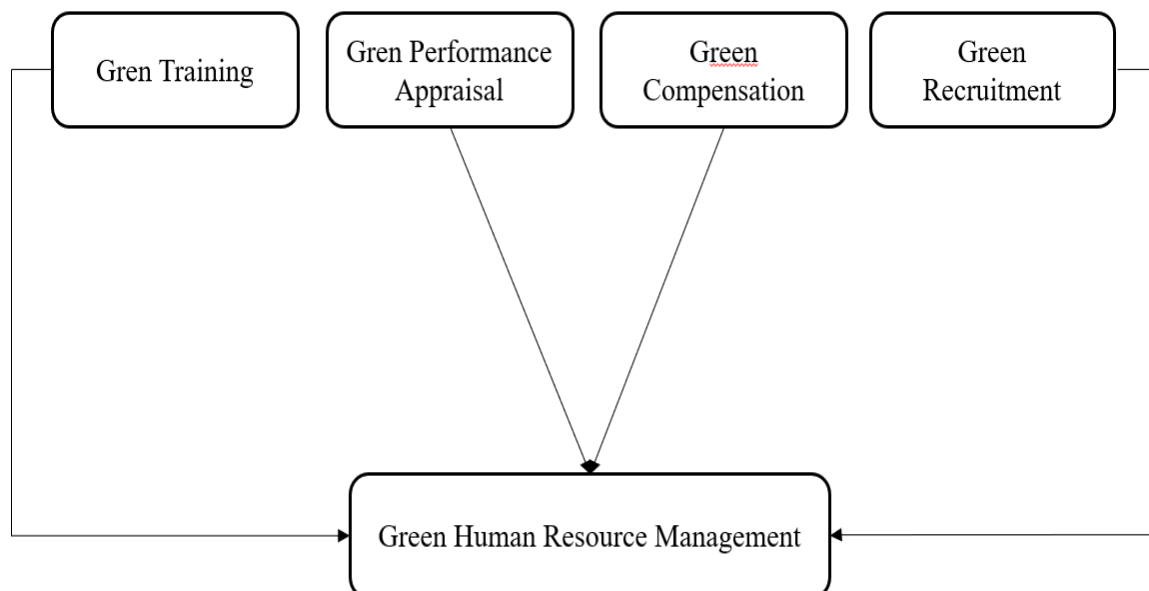


Figure 3. Conceptual Framework

Based on Figure 3 above, Green Training, Green Performance Appraisal, Green Compensation and Green Recruitment affect Green Human Resource Management. However, in addition to the Green Training, Green Performance Appraisal, Green Compensation, and

Green Recruitment variables that influence Green Human Resource Management, other variables influence, among others:

- 1) Organizational Commitment: (Susanto, Agusinta, et al., 2023), (Widodo, 2023a), (Susanto, Sawitri, Ali, et al., 2023), (Hamdan et al., 2023).
- 2) Organizational Culture: (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Ali et al., 2024), (Saputra et al., 2024), (G. A. M. Putri et al., 2023).
- 3) Green Innovation: (Widyastuti et al., 2024), (Fitria et al., 2024), (K. N. Putri & Murwaningsari, 2023), (Eucharistia & Rachmawati, 2023).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are:

1. Green Training affects Green Human Resource Management;
2. Green Performance Appraisal affects Green Human Resource Management;
3. Green Compensation affects Green Human Resource Management; and
4. Green Recruitment affects Green Human Resource Management.

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