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Green Recruitment, Green Training, and Green Compensation and Reward on Green Human Resources Management

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ABSTRACT

The purpose of this research is to investigate the effect of Green Recruitment, Green Training, and Green Compensation and Reward on Green Human Resources Management using SEM analysis, especially on human resources from organizations in Lampung province. The problem formulations are as follows: 1) How does Green Recruitment affect Green Human Resources Management? 2) How does Green Training affect Green Human Resources Management? 3) How do Green Compensation and Reward affect Green Human Resources Management? This study uses a quantitative approach by collecting data from questionnaires to 100 respondents and processed with the lisrel program, then obtained the results that all independent variables have a positive effect on environmentally friendly HR, where: 1) HR Recruitment variable has a positive effect of 0.79 on environmentally friendly HR. 2) HR Education and Training variable has a positive effect of 0.21 on environmentally friendly HR, and 3) HR Reward variable has a positive effect of 0.24 on environmentally friendly HR.

Keywords: *Green Recruitment, Green Training Green Competation, reward Green HRM.*

Introduction

HRM which implements environmental (green) policies in human resource practices, is named Green Human Resources Management (GHRM). Green Human Resources Management (GHRM) is defined as 'Human Resources Department (HRD) activities in enhancing positive environmental outcomes' (Saputro and Nawangsari, 2021). and is evolving as one way to help address these ecological priorities (Jackson *et al.*, 2011). Recent research suggests that employee behaviors make a 'significant contribution to organizational environmental performance' (Norton *et al.*, 2017). as pro-environmental employee behaviors in the workplace play an important role in environmental protection. In a study conducted by Ali *et al.* (2022) related to GHRM applied to Islamic banks in Malaysia, researchers did not find adequate literature on the concept of GHRM in Islamic banking. The reality in developing countries, including Indonesia, is concentrated on the high demand for human resources to improve economic performance. Therefore, Yong *et al.*, (2019) suggest that GHRM is relevant and needs to be assessed in developing countries. Thus, the purpose of GHRM practices in the workplace (Renwick *et al.*, 2013). and organizational staff who enforce voluntary Work Environmentally Friendly Behavior (Kim *et al.*, 2017). is to help organizations reduce factory and office emissions and increase recycling to help reduce the impact of global climate change through reduced pollution and waste driven by the workplace and better energy use (Saifulina and Carballo-Penela, 2017).

In this study, researchers conducted research related to the implementation of GHRM in Indonesia, especially in Lampung province. In previous research, it has been mentioned that Green Recruitment, Green Training, and Green Compensation and Reward are important parts of Green Human Resources Management (Ali *et al.*, 2022). Currently, there is a series of environmental HRM processes (from staff initially entering to finally leaving the work organization (Renwick *et al.*, 2013). to see and explain the behavior of relevant interests in GHRM. So, in this study, the authors want to examine the influence of Green Recruitment, Green Training, and Green

Compensation and Reward on Green Human Resources Management using SEM analysis. Referring to the description in the introduction segment, the author tries to formulate the problem as follows:

1. How does Green Recruitment affect Green Human Resources Management?
2. How does Green Training affect Green Human Resources Management?
3. How does Green Compensation and Reward affect Green Human Resources Management?

Literature Review

a. Green Recruitment

Green recruitment refers to a practice that incorporates environmental sustainability and social responsibility into the recruitment process (Saeed *et al.*, 2019). This entails hiring people with a background in promoting sustainable practices and an interest in environmental concerns. In order to advance green activities inside the firm, green recruiting attempts to create a work force dedicated to minimizing environmental effect, promoting sustainability, and doing so: A product must effectively and efficiently fulfill its intended purpose (Yusliza *et al.*, 2019). According to Ahmad (2015), The product's performance requirements and criteria must be met or exceeded. The following are some crucial elements of green hiring:

- a) Job Description: Job descriptions that
- b) are green expressly indicate the company's dedication to sustainability and environmental responsibility. This might involve certain duties connected to environmental projects, such cutting energy use, putting waste management plans into place, or creating sustainable goods.
- c) Skills and Qualifications: Finding people with the skills and capabilities to support sustainable practices is the main goal of green recruiting. This may involve expertise in green practices and technology, environmental science, sustainable design, or understanding of renewable energy sources.
- d) Behavioral and Attitudinal Assessment: Green recruitment can evaluate a candidate's attitude and values toward sustainability in addition to their technical abilities. Employers might search for people that show a sincere dedication to environmental concerns and a proactive attitude toward sustainable practices.
- e) Employee Engagement: Employee engagement in sustainability activities is emphasized via green recruiting. Employers might search for applicants who have experience working on or leading green initiatives, have partnered with environmental groups, or who have a genuine interest in sustainability outside of their job duties.
- f) Training and Development: Employers who use green recruitment methods frequently provide their staff members chances for training and development so they may advance their understanding of and proficiency with sustainable practices. This might include sustainability-related workshops, certifications, or mentorship programs.
- g) Corporate Branding: The brand image and reputation of an organization as an environmentally conscious business are enhanced via green recruiting. Companies that put a high priority on sustainability in their hiring practices are more likely to draw top personnel who are driven to protect the environment and share their values.increase their understanding of and competency in sustainable practices. This might include sustainability-related workshops, certifications, or mentorship programs.

b. Green Training

Green training is the process of offering learning and growth opportunities to people and staff with the intention of improving their knowledge, abilities, and comprehension of environmental sustainability practices (Obaid and Alias, 2015). It strives to provide people with the knowledge and resources they need to support environmental projects and promote sustainable behaviors in their personal and professional life (Pinzone *et al.*, 2019). According to Horan *et al.*, (2008) Green training has various important components, including:

- a) Environmental Awareness: Educating people about environmental problems including climate change, resource depletion, pollution, and biodiversity loss is the first step in green training. It aids people in comprehending the effects of human activity on the environment as well as the significance of sustainable behaviors.

- b) **Sustainable Practices:** Sustainable behaviors and technology are the main topics covered in green training. Energy conservation, waste management, water efficiency, renewable energy, sustainable transportation, and green construction techniques are some of the subjects covered in this. Training courses could go through methods for recycling, reducing carbon footprint, or establishing eco-friendly practices.
 - c) **Regulatory Compliance:** Green training also makes sure that people are informed of local environmental laws and compliance standards that apply to their profession or area. It guarantees that businesses and staff operate in conformity with sustainability rules by assisting them in staying informed about the most recent environmental laws and regulations.
 - d) **Technical Skills Development:** Technical skill development in relation to sustainable practices is frequently included in green training programs. This might entail educating people on the use of sustainable design and manufacturing practices, energy-efficient equipment, or green technology. It may also include subjects like environmental audits or data analysis for environmental impact assessments.
 - e) **Behavior Change and Mindset Shift:** Green training tries to promote a change in perspective and behavior toward sustainability. It encourages people to take responsibility for their actions and gives them the power to choose actions that safeguard the environment. Promoting recycling, minimizing waste, preserving resources, or implementing sustainable consumption practices are a few examples of how to achieve this.
 - f) **Leadership and Advocacy:** The development of advocacy and leadership skills may also be a focus of green training. It gives people the information and self-assurance they need to spearhead environmental efforts, persuade others, and take on leadership roles in sustainability within their businesses and communities.
 - g) **Continuous Learning and Improvement:** Green training is an ongoing process that encourages continuous learning and improvement. It may involve regular updates, refresher courses, or access to resources and tools for staying informed about emerging sustainability trends, best practices, and innovative solutions.
- Product or Service Quality:** Customers expect a product or service to perform as advertised and fulfill their needs. When a product or service meets or exceeds quality standards, customers tend to feel satisfied.

c. **Green Compensation**

The term "green competition" describes a competitive setting in which people, groups, or nations work to protect the environment and advance environmentally friendly behaviors. Typically, it entails promoting creativity, effectiveness, and the use of eco-friendly practices and technology (Ardiza *et al.*, 2021).

Participants in a green competition may compete to create and put into action ideas that lower greenhouse gas emissions, save resources, support renewable energy, improve waste management, or increase sustainability as a whole. Awards, scholarships, challenges, or public acknowledgment for exceptional accomplishments in green efforts can all be part of the competition (Andalib *et al.*, 2020).

Green contests frequently seek to promote teamwork, increase awareness, and promote improvements in environmental practices. They can encourage innovation and motivate people and organizations to develop fresh answers to environmental problems. These efforts foster a feeling of urgency and incentive to take action in the direction of a greener and more sustainable future through fostering competitiveness (Sarkar, 2013).

d. **Reward**

A reward is something that is given or earned as a result of one's efforts, successes, or good conduct. It acts as a form of motivation and encouragement for people to keep up their desired actions or habits. Different types of rewards are possible, such as material goods, monetary incentives, recognition, or privileges. They are often used to reward positive behavior and performance in a variety of contexts, including school, the workplace, and parenting (Eysenbach *et al.*, 2019).

e. **Human Resource Management**

The strategic approach to managing an organization's most important asset—its people—is known as human resource management (HRM). It entails using human resources effectively to accomplish the organization's goals and objectives. Employee interactions, performance management, remuneration, training, development, and other procedures are all included in human resource management (HRM) (Ahmad, 2015).

Methodology

This research is a quantitative study that attempts to explain the causal relationship between HR recruitment activities, HR education and training programs, and the provision of HR awards and rewards to the presence of Environmentally Friendly HR as a company's effort to improve organizational performance in maintaining environmental sustainability (Stockemer, 2019). Quantitative research was designed by collecting data from questionnaires to 100 respondents.

a. Green Recruitment

- a) Includes environmental elements in the company's recruitment strategy
- b) Includes environmental elements as one of the criteria for recruitment
- c) Communicate the company's policy/commitment to environmental sustainability during the recruitment process
- d) Includes environmental knowledge in the job advertisement
- e) Informs that the company will recruit prospective employees who have environmental management competencies

b. Green Training and Development

- a) Develops employees' skills and knowledge of environmental management through training
- b) Provides best practices on environmentally friendly activities
- c) Provides training to increase environmental awareness in each workforce (work department)
- d) Provides environmental education programs for employees
- e) Provides training to employees to make the workspace a green space
- f) Implement job rotation to train managers to understand the environment
- g) Provides specialized training for greening activities for employees
- h) Conducts a needs analysis to define the type of training required for greening
- i) Analyzes and identifies training needs that can increase employees' awareness of the environment
- j) Provides opportunities for everyone in the company to be trained in aspects of environmental management

c. Green Reward Management

- a) Recognizes employees' environmental performance
- b) Provides financial and non-financial rewards for employees who have good environmental performance
- c) Communicates or socializes the environmental excellence produced by employees
- d) Provides incentives for employees who behave in an environmentally friendly manner



Figure 1. The Influencing Factors of Green Human Resources Management

Table 1. Operational Definition of variables

Variable	Definition	Dimension	Question Item
Environmentally Friendly HR	is the Human Resources Department's (HRD) activity in enhancing positive and evolving environmental outcomes as one way to help address ecological priorities.	1) Voluntary green behavior 2) Helping organizations reduce factory and office emissions 3) Increasing recycling behavior	1 – 10
Green Recruitment	is the process of selecting and attracting candidates committed to environmental issues.	1) Incorporates environmental elements in the company's recruitment strategy 2) Incorporates environmental elements as one of the recruitment criteria 3) Communicates the company's policy/commitment to environmental sustainability during the recruitment process 4) Incorporates environmental knowledge in job advertisements 5) Informs that the company will recruit prospective	11 – 20

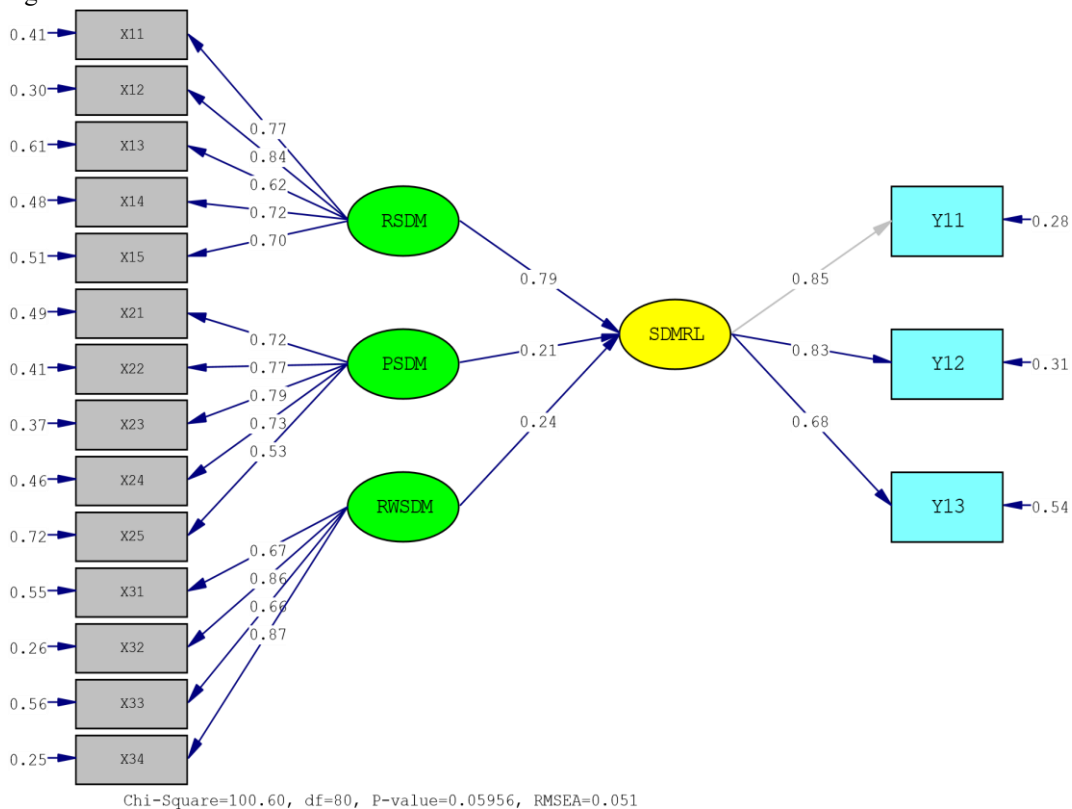
		employees who have environmental management competencies	
Green Training and Development	is a system of activities that motivates employees to learn environmental protection skills and pay attention to environmental issues.	<ol style="list-style-type: none"> 1) Develops employees' skills and knowledge of environmental management through training 2) Provides best practices on environmentally friendly activities 3) Provides training to increase environmental awareness in each workforce (work department) 4) Provides environmental education programs for employees 5) Provides training to employees to make the workspace a green space 6) Implements job rotation to train managers to understand the environment 7) Provides specialized training for greening activities for employees 8) Conducts a needs analysis to define the type of training required for greening 9) Analyzes and identifies training needs that can increase employees' awareness of the environment 10) Provides opportunities for everyone in the company to be trained in aspects of environmental management 	21 – 35
Green Reward Management	is a system of financial and non-financial rewards intended to attract, retain, and motivate employees to contribute to environmental goals.	<ol style="list-style-type: none"> 1) Rewards employee environmental performance 2) Provides financial and non-financial rewards for employees who have good environmental performance 3) Communicates or socializes the 	36 – 45

		environmental excellence produced by employees	
		4) Provides incentives for employees who behave in an environmentally friendly manner	

Source: doc, 2023.

Result and Discussion

After the data from the questionnaire distributed to 100 respondents were entered into the Lisrel program, a description of the relationship model of the independent variables to the dependent variable was obtained in the following results:



Using the model figure above, the multiple linear regression equation can be made as follows:

$$SDMRL = a + 0.79 RSDM + 0.21 PSDM + 0.24 RWSDM$$

Furthermore, based on the multiple linear regression equation above, it can be interpreted as:

1. HR Recruitment variable has a positive effect of 0.79 on environmentally friendly HR.
2. Variable HR Education and Training has a positive effect of 0.21 on environmentally friendly HR
3. Variable HR Reward has a positive effect of 0.24 on environmentally friendly HR.

The results of this study are in accordance with the results of research by Ali *et al.*, (2022) on an integrated model of GHRM in Islamic banks, which examines how GHRM plays a role in a sustainable environment in Islamic banks which shows that Green Human Capital has a significant positive impact on GHRM. Of the three independent variables, the greater influence on environmentally friendly HR is HR Recruitment, wherein every

employee recruitment the largest portion is to include environmental elements as one of the employee recruitment criteria. Furthermore, in the second position is HR Reward, where in giving this reward the organization gives more value to employees who have behaved environmentally friendly in every activity. Finally, the third position is HR Education and Training, wherein employee education and training activities the organization should prioritize increasing awareness about the importance of protecting the natural environment and existing resources for sustainable businesses.

Conclusion

To ensure environmentally friendly HR, the organization's management needs to make efforts starting from recruiting environmentally friendly HR, giving awards and rewards to environmentally friendly HR, and providing education and training to HR on the importance of environmental maintenance and preservation.

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