Model Green Human Resource Management: Concept and Implementing

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Abstract: The purpose of this literature research is expected to help hypothesize for future authors in determining research related to green HRM. The research article Green Human Resource Management Model: Concept and Implementing is a scientific literature article in the scope of human resource management. The approach used in this literature review research is descriptive qualitative. Data collection techniques are using literature studies or conducting literature reviews of relevant previous articles. The data used in this research is secondary data, which comes from academic online media such as Thomson Reuters Journals, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, 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 Reward affects Green HRM; 2) Green Training affects Green HRM; 3) Green Behavior affects Green HRM; 4) Leader Commitment affects Green HRM; and 5) Organizational Culture has an effect on Green HRM.

Keywords: Green HRM, Green Reward, Green Training, Green Behavior, Leader Commitment, Organizational Culture

INTRODUCTION

In the era of globalization and increasing environmental awareness, the concept of Green Human Resource Management (GHRM) emerged as an answer to the challenges faced by organizations in managing human resources sustainably. GHRM not only focuses on operational efficiency, but also considers the environmental impact of every decision taken in human resource management. According to Harahap & Ali, (2020), GHRM can be defined as a human resource management practice that supports environmental sustainability by raising environmental awareness among employees and encouraging environmentally friendly behavior within the organization.

A major challenge faced by many organizations is how to create a work culture that supports environmental sustainability. In this context, GHRM plays an important role in shaping environmentally responsible employee behavior. A study conducted by Utama & Anggarawati, (2022), shows that organizations that implement GHRM not only successfully reduce their carbon footprint, but also increase employee satisfaction and productivity. This

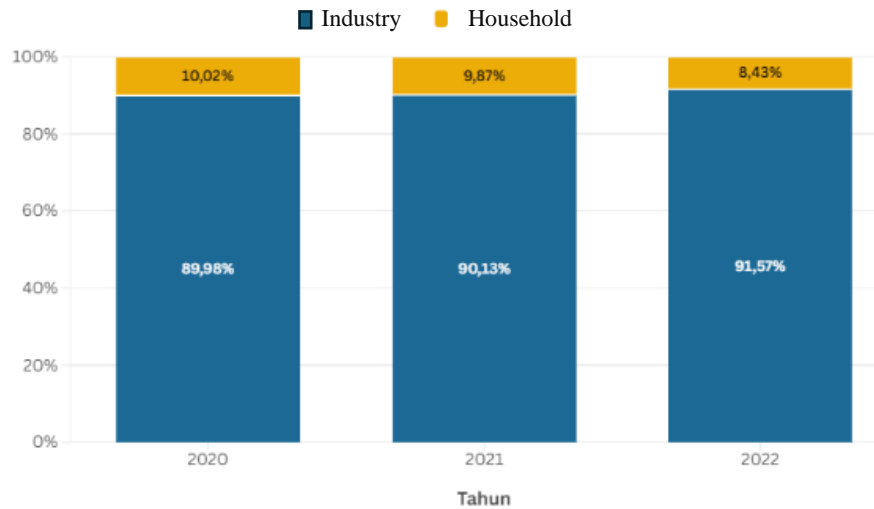suggests that there is a positive relationship between GHRM practices and overall organizational performance.

Figure 1. Distribution of Indonesia's Greenhouse Gas Emissions (2020-2022)
Source: BPS, 2024

In Indonesia, awareness of the importance of GHRM is increasing, especially with the increasingly alarming issues of climate change and environmental degradation. According to a report by the Ministry of Environment and Forestry (2020), the industrial sector is one of the largest contributors to greenhouse gas emissions in Indonesia. Therefore, the implementation of GHRM in this sector is crucial to encourage more sustainable business practices. By integrating sustainability principles into human resource management, companies can contribute to climate change mitigation efforts and promote social responsibility.

Other statistics show that companies that implement GHRM tend to have higher employee retention rates. According to research conducted by Putri & Arwiyah, (2019), companies with strong sustainability initiatives can increase employee retention by 25%. This is proof that GHRM not only benefits the environment, but can also improve business performance through better human resource management.

In addition, reports from A. S. Putri, (2020), shows that companies that integrate GHRM practices into their strategy can reduce operating costs by up to 15% through energy savings and waste reduction. This provides a strong incentive for companies to invest in GHRM practices, as it not only positively impacts the environment, but also the profitability of the company.

Thus, GHRM is not only a trend but also a strategic imperative for organizations in this modern era. Effective implementation of GHRM practices can provide a significant competitive advantage and contribute to sustainable development at global and local levels.

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 Reward affect Green HRM?; 2) Does Green Training affect Green HRM?; 3) Does Green Behavior affect Green HRM?; 4) Does Leader Commitment affect Green HRM?; and 5) Does Organizational Culture affect Green HRM.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand research concepts related to Green HRM thoroughly,

focusing on the context and meaning contained in Green Reward, Green Training, Green Behavior, Leader Commitment and Organizational Culture. 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 Green Reward, Green Training, Green Behavior, Leader Commitment, Organizational Culture and Green HRM. The researcher will analyze the existing literature to identify patterns and trends in the concept of Green HRM. 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).

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, Web of Science, 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 HRM
Green HRM is an approach to human resource management that integrates environmentally sound practices into all aspects of employee management, from recruitment to career development. The primary goal of Green HRM is to create a sustainable and environmentally responsible organizational culture. It involves implementing policies and programs that encourage employees to adopt environmentally friendly behaviors, such as reducing paper use, conserving energy, and recycling waste (Fitria et al., 2024).

Indicators or dimensions contained in the Green HRM variable include: 1) Sustainable Recruitment: is a process that emphasizes the importance of seeking candidates who are environmentally conscious and committed to sustainable practices. In Green HRM, companies look not only for technical skills, but also for values that align with the organization's environmental goals; 2) Employee Development: Employee development in the context of Green HRM includes training and programs that focus on sustainability and green practices. This includes providing knowledge on how to reduce carbon footprints, efficient use of resources, and implementation of green technologies; 3) Environmental performance: a measure of how well an organization is doing in achieving its established sustainability goals. This includes measuring the environmental impact of the company's operations, such as waste reduction, energy efficiency and sustainable use of resources; and 4) Employee engagement: is an important indicator of the success of Green HRM. Employees who actively participate in green programs, such as recycling or energy reduction programs, demonstrate their commitment to the company's goals (Aboramadan, 2022).

Green HRM variables are relevant to previous research conducted by: (Mansyur et al., 2023), (Hutomo et al., 2020), (Ababneh, 2021), (Syahridhan & Susanto, 2025).

Green Reward
Green Rewards is a system of rewards given to employees for contributing to green practices in the workplace. These rewards can be financial, such as bonuses or salary increases, or non-financial, such as public recognition, promotions, or training opportunities. Green

rewards are designed to motivate employees to adopt green behaviors and contribute to the organization's sustainability goals (Kamilia & Nawangsari, 2023).

Indicators or dimensions contained in the Green Reward variable include: 1) Awards for Green Initiatives: are forms of recognition given to employees who contribute to sustainable practices; 2) Incentives for Carbon Footprint Reduction: are programs that reward employees who successfully reduce their environmental impact, both at work and in their daily lives; 3) Team-Based Reward Programs: Team-based reward programs encourage employees to work together to achieve sustainability goals. Teams that successfully achieve specific goals in green initiatives can be rewarded collectively; and 4) Transparency of rewards: it is important to ensure that employees understand the criteria and processes used to award rewards (A. R. P. Saputra et al., 2024).

The Green Reward variable is relevant to previous research conducted by: (Yu et al., 2024), (Paillé et al., 2023), (Das & Dash, 2024), (Wicaksari et al., 2024).

Green Training

Green training is a training program designed to increase employee awareness and skills related to environmental issues and sustainable practices. This training may include topics such as energy efficiency, waste management, water conservation, and climate change. The goal of green training is to provide employees with the knowledge and skills necessary to contribute to the organization's sustainability goals (Kamilia & Nawangsari, 2023).

Indicators or dimensions contained in the Green Training variable include: 1) Environmental Awareness Training: is a program designed to increase employees' understanding of environmental issues and the importance of sustainability; 2) Green Skills Training: focuses on developing the skills necessary to implement green practices in daily work. This could include training on the use of green technology, waste management, and energy efficiency; 3) Continuous Learning Program: encourages employees to continually learn about green practices and the latest innovations in sustainability. This could include seminars, workshops, or online courses that focus on environmental issues; and 4) Training Effectiveness Evaluation: is the process of measuring the impact of the training program that has been implemented. This includes measuring changes in employee behavior, increased knowledge, and contributions to green initiatives (Hendarjanti et al., 2022).

Green Training variables are relevant to previous research conducted by: (Xie & Zhu, 2020), (Pinzone et al., 2019), (Pham et al., 2020).

Green Behavior

Green behavior refers to individual actions and behaviors that are environmentally friendly and contribute to the preservation of the environment. Examples of green behavior in the workplace include turning off lights when leaving a room, reducing paper consumption by printing back and forth, using public transportation or biking to work, recycling waste, and conserving water. Green behavior can also include active participation in sustainability programs organized by the organization (Zacher et al., 2023).

Indicators or dimensions contained in the Green Behavior variable include: 1) Green Behavior: includes actions taken by employees to reduce their environmental impact, such as reducing paper usage, turning off equipment when not in use, and participating in recycling programs; 2) Participation in Sustainability Programs: is an indicator of how actively employees are involved in the company's green initiatives. This could include participation in activities such as tree planting, waste reduction campaigns, or energy conservation programs; 3) Personal Sustainability Initiatives: are actions taken by employees outside of their job responsibilities to support sustainability. This could include using public transportation, reducing energy consumption at home, or advocating for green practices in the community;

and 4) Social influences on behavior: includes how interactions and norms among coworkers can influence individual actions. When employees see their peers behaving in a green manner, they are more likely to follow suit (Malik et al., 2021).

Green Behavior variables are relevant to previous research conducted by: (Faraz et al., 2021), (Lutfiana & Nur Endah Retno Wuryandari, 2020), (A. R. P. Saputra et al., 2024).

Leader Commitment

Leadership commitment refers to the level of engagement and support that an organization's leaders provide for a particular initiative or goal. In the context of sustainability, leadership commitment is very important in driving the implementation of green programs and creating a sustainable organizational culture. Committed leaders will provide the necessary resources, communicate the importance of sustainability to employees, and set an example through concrete actions (Kwon & Jeon, 2020).

Indicators or dimensions contained in the Leader Commitment variable include: 1) Sustainability Vision and Mission: A clear vision from the organization's leaders is essential to demonstrate commitment to green practices; 2) Resource Support: From leaders includes providing the necessary budget, training, and facilities to support sustainability initiatives; 3) Behavioral Examples: Leaders who demonstrate green behavior through their daily actions set a strong example for employees; and 4) Measurement and Reporting: Leaders committed to sustainability must measure and report on the progress of green initiatives in a transparent manner (van Assen, 2020).

The Leader Commitment variable is relevant to previous research conducted by: (Donkor et al., 2021), (Yuan et al., 2021), (Doan et al., 2020).

Organizational Culture

Organizational culture is a set of values, norms, beliefs, and assumptions that are shared by the members of an organization and that shape the way they behave and interact. A strong organizational culture can influence employee performance, job satisfaction and commitment. In the context of sustainability, an organizational culture that supports environmentally friendly practices can encourage green behavior in the workplace. This culture can be created through effective communication, training programs, reward systems, and examples set by organizational leaders (Susanto, Simarmata, et al., 2024).

Indicators or dimensions contained in the Organizational Culture variable include: 1) Values and Beliefs: Organizations that support sustainability are the foundation of an organization's culture. When values such as environmental responsibility and sustainability are integrated into the corporate culture, employees are more likely to adopt green behaviors in their work; 2) Internal communication: Effective communication about sustainability initiatives is critical to building a supportive culture; 3) Rewards and recognition: for employees who contribute to sustainability initiatives can reinforce a green organizational culture; and 4) Employee involvement: in sustainability-related decision-making can create a sense of ownership and responsibility for green initiatives (G. A. M. Putri et al., 2023).

Organizational Culture variables are relevant to previous research conducted by: (Susanto, Sawitri, et al., 2023), (Susanto, Maharani, et al., 2023), (Widodo, 2023).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Samola, 2022)	-The Green Recruitment variable affects Green HRM -Green Development variables affect Green HRM -Green Reward variable has an effect on Green HRM	This article has in common that it examines the Green Reward variable in the independent variable, and examines the Green HRM variable in the dependent variable.	The difference with previous research is that there are Green Recruitment and Green Development variables as other independent variables.
2	(Imron & Taswiyah, 2022)	-The Green Recruitment variable affects Green HRM -Green Training variables affect Green HRM -Green Performance Appraisal variables affect Green HRM	This article has in common that it examines the Green Training variable on the independent variable, and examines the Green HRM variable on the dependent variable.	The difference with previous research is that there are Green Recruitment and Green Performance Appraisal variables as other independent variables.
3	(Krisnawati & Amalia, 2023)	-The Green Behavior variable affects Green HRM -Green Organization Identity variable affects Green HRM	This article has in common that it examines the Green Behavior variable in the independent variable, and examines the Green HRM variable in the dependent variable.	The difference with previous research is that there are Green Organization Identify variables as other independent variables.
4	(Assyofa et al., 2020)	-Variable Environmental Awareness affects Green HRM -Organizational Policies variable affects Green HRM -Leader Commitment variable affects Green HRM	This article has in common that it examines the Leader Commitment variable in the independent variable, and examines the Green HRM variable in the dependent variable.	The difference with previous research is in the variables of Environmental Awareness and Organizational Policies as other independent variables.
5	(Prakosa & Wajdi, 2024)	-The Green Transformational Leadership variable affects Green HRM -Organizational Culture variables affect Green HRM -Employee Behavior variable has an effect on Green HRM	This article has in common that it examines the Organizational Culture variable in the independent variable, and examines the Green HRM variable in the dependent variable.	The difference with previous research is that there are Green Transformational Leadership and Employee Behavior variables as other independent variables.

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 Reward on Green Human Resource Management**

Based on the review of literature review and relevant previous research, it states that green reward affects green human resource management.

To improve green human resource management through green rewards, what companies or organizations must do are: 1) Green Initiative Awards: can be given to employees who actively implement environmentally friendly practices in the workplace, such as reducing plastic use, saving energy, or proposing green innovations; 2) Carbon Footprint Reduction Incentives: can be implemented by compensating employees who use environmentally friendly transportation or work with better energy efficiency; 3) Team-Based Reward Programs: can encourage collaboration in achieving sustainability goals, for example through rewards for teams that successfully reduce waste or improve energy efficiency in production processes; and 4) Award Transparency: it is very important to ensure that all employees understand the award mechanism and feel fairly appreciated for their contribution to the environment.

If a company or organization can implement Green Incentive Awards, Carbon Footprint Reduction Incentives, Team-Based Reward Programs and Award Transparency, it will have an impact on Green Human Resource Management which includes: 1) Sustainable Recruitment: will increase as companies will attract more environmentally conscious candidates and create a sustainability-oriented selection system; 2) Employee Development: will be more effective through training and learning related to green practices, which will strengthen employees' skills and awareness of the importance of sustainability; 3) Environmental Performance: where employees become more disciplined in managing resources and implementing environmentally friendly practices, resulting in increased energy efficiency and waste reduction; and 4) Employee Engagement: will be higher because the rewards and incentives provided create motivation for employees to more actively participate in green initiatives.

The results of this study are in line with previous research conducted by Samola, (2022), which states that there is an influence between green rewards and green human resource management.

2. **Effect of Green Training on Green Human Resource Management**

Based on the literature review and relevant previous research, it states that green training affects green human resource management.

To improve green human resource management through green training, what companies or organizations must do are: 1) Environmental Awareness Training: aims to increase employees' understanding of the importance of sustainability and the impact of business activities on the environment, such as how to reduce waste, save energy, and understand applicable environmental regulations; 2) Green Skills Training: focuses on developing employees' ability to manage the environment. Green Skills Training: focuses on developing technical and operational capabilities that support the implementation of environmentally friendly practices, such as energy efficiency techniques, waste management, and the use of sustainable raw materials; 3) Continuous Learning Program: ensuring that green training is not a one-time event, but becomes part of the company's long-term development by adjusting training materials according to technological developments and environmental regulations; and 4) Evaluation of Training Effectiveness: needs to be conducted periodically to measure its impact on employees' skills, awareness, and behavior in implementing green practices in the workplace.

If a company or organization can implement Environmental Awareness Training, Green Skills Training, Continuous Learning Program and Training Effectiveness Evaluation, it will have an impact on green human resource management which includes: 1) Sustainable Recruitment: will be more targeted because the company can attract candidates who have environmental concerns and have the potential to contribute to the sustainability strategy; 2) Employee Development: becomes more systematic as employees receive training that enriches their green skills, which in turn improves individual and organizational performance in sustainability aspects; 3) Environmental Performance: where employees who have green awareness and skills will be more disciplined in reducing carbon emissions, managing waste efficiently, and using resources responsibly; and 4) Employee Engagement: in green initiatives will increase because they feel they have a greater role in the company's sustainability efforts, both through the application of new skills and active participation in environmental programs run by the company.

The results of this study are in line with previous research conducted by Imron & Taswiyah, (2022), which states that there is an influence between green training and green human resource management.

3. Effect of Green Behavior on Green Human Resource Management

Based on the literature review and relevant previous research, it states that green behavior affects green human resource management.

To improve green human resource management through green behavior, what a company or organization must do is: 1) Green Behavior: includes employees' daily habits in supporting sustainability, such as saving energy, reducing waste, and reusing available resources; 2) Participation in Sustainability Programs: becomes an important factor in building a greener organizational culture, where employees engage in activities such as recycling, energy conservation, and environmental awareness campaigns inside and outside the workplace; 3) Personal Sustainability Initiatives: also plays a role in improving Green Behavior, where employees voluntarily implement green practices in their lives, such as using environmentally friendly transportation or reducing plastic consumption; and 4) Social Influence on Behavior: should be considered, as support from superiors and coworkers can increase employees' awareness and motivation to be more active in implementing green habits in the workplace.

If a company or organization can implement Green Behavior, Participation in Sustainability Programs, Personal Sustainability Initiatives and Social Influence on Behavior, it will have an impact on green human resource management which includes: 1) Sustainable Recruitment: will be more targeted because the company attracts candidates who have a concern for the environment and in accordance with the organization's sustainability values; 2) Employee Development: becomes more effective because employees who already have green awareness will more easily understand and apply sustainability-related training, thus improving their skills in environmentally friendly practices; 3) Environmental Performance: because employees who have high awareness will be more disciplined in reducing carbon emissions, managing waste properly, and using resources efficiently; and 4) Employee Engagement: in green initiatives will increase because they feel they have an important role in maintaining the sustainability of the company, both through individual behavior and participation in environmental programs.

The results of this study are in line with previous research conducted by Krisnawati & Amalia, (2023), which states that there is an influence between green behavior and green human resource management.

4. Effect of Leader Commitment on Green Human Resource Management

Based on the literature review and relevant previous research, it states that leader commitment affects green human resource management.

To improve green human resource management through leader commitment, what a company or organization must do is: 1) Sustainability Vision and Mission: becomes the main basis, where leaders must set the strategic direction of the company that is oriented towards environmentally friendly practices, such as the use of renewable energy, waste reduction, and green policies in business operations; 2) Resource Support: is also very important, where leaders must ensure that the company provides budget, technology, and infrastructure that support the implementation of Green HRM, such as environmental training programs and sustainable work facilities; 3) Behavioral Examples: from leaders also plays a role in creating a green culture in the organization, because when leaders consistently implement green policies and demonstrate environmentally friendly behaviors, employees will be more encouraged to follow suit; and 4) Measurement and Reporting: must be done to ensure the effectiveness of the sustainability policies implemented, by monitoring the impact of green initiatives, reporting the results transparently, and setting targets for future sustainability improvements.

If a company or organization can implement Sustainability Vision and Mission, Resource Support, Behavioral Examples, Measurement and Reporting, it will have an impact on green human resource management which includes: 1) Sustainable Recruitment: will be more optimal because leaders who have a green vision will attract candidates who care about sustainability and are aligned with company values; 2) Employee Development: will be more effective because leaders who are committed to sustainability will encourage training and development of relevant green skills for employees; 3) Environmental Performance: where policies supported by leaders will increase resource efficiency, reduce carbon emissions, and strengthen more environmentally friendly business practices; and 4) Employee Engagement: in green initiatives will increase due to leadership that provides motivation, support, and concrete examples in implementing sustainability practices in the workplace.

The results of this study are in line with previous research conducted by Assyofa et al., (2020), which states that there is an influence between leader commitment and green human resource management.

5. Effect of Organizational Culture on Green Human Resource Management

Based on the literature review and relevant previous research, it states that organizational culture affects green human resource management.

To improve green human resource management through organizational culture, what must be done by companies or organizations, namely: 1) Values and Beliefs: being the main basis in creating a green culture, where the organization must instill sustainability principles in every aspect of the business, including resource management and decision making; 2) Internal Communication: plays an important role in spreading environmental awareness throughout the organization, for example through socialization of green policies, sustainability training, and environmental campaigns that involve all employees; 3) Rewards and Recognition: also a major factor in shaping a green culture, where employees who actively implement green practices need to be given appreciation in the form of incentives, awards, or formal recognition from the company; and 4) Employee Engagement: should be enhanced by providing opportunities for them to participate in green initiatives, such as recycling programs, energy efficiency, and environmental conservation in the workplace.

If a company or organization can implement Values and Beliefs, Internal Communication, Rewards and Recognition, Employee Engagement, it will have an impact on green human resource management which includes: 1) Sustainable Recruitment: will be more effective because the company will attract candidates who have values and commitment to

sustainability; 2) Employee Development: will be more optimal as the organization provides training as well as opportunities for employees to improve their green skills; 3) Environmental Performance: where employees will be more disciplined in reducing waste, using resources efficiently, and implementing more environmentally friendly work practices; and 4) Employee Engagement: in green initiatives will increase as an organizational culture that supports sustainability creates a sense of shared responsibility in protecting the environment. Thus, building a green organizational culture not only strengthens Green HRM, but also creates a more socially and environmentally responsible company in the long run.

The results of this study are in line with previous research conducted by Prakosa & Wajdi, (2024), which states that there is an influence between organizational culture and 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:
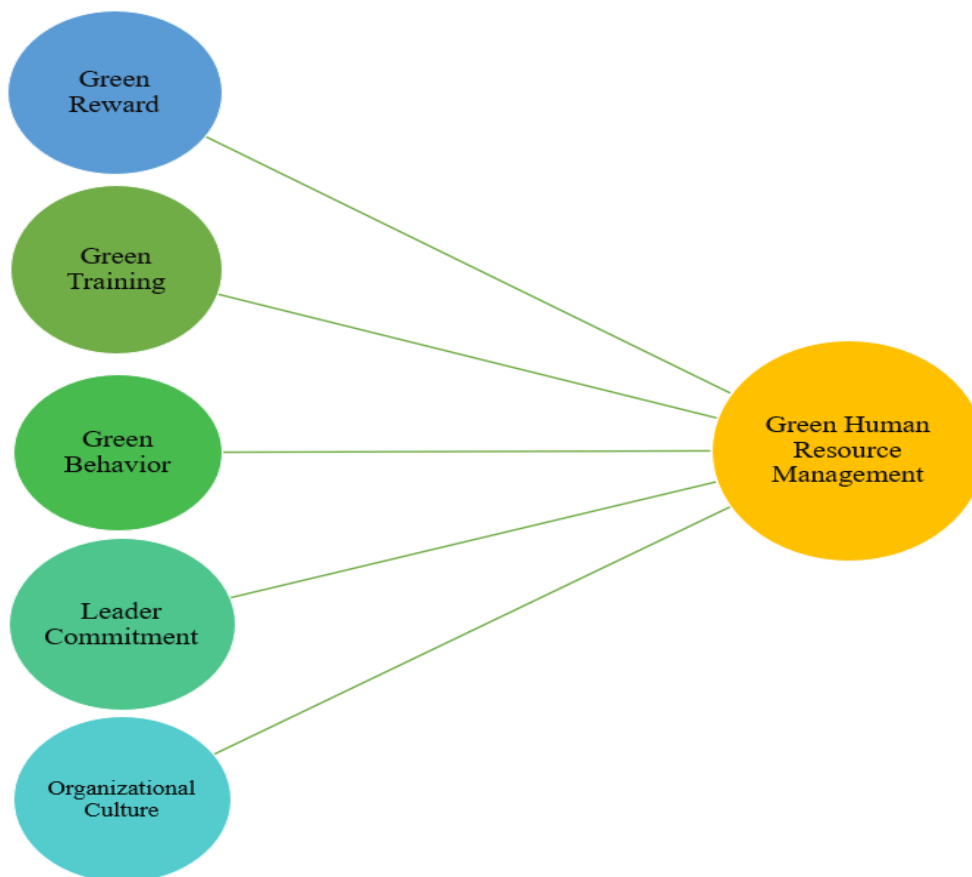

Figure 2. Conceptual Framework

Based on Figure 2 above, green reward, green training, green behavior, leader commitment and organizational culture affect green human resource management. However, in addition to the variables of green reward, green training, green behavior, leader commitment and organizational culture that affect green human resource management, there are other variables that influence, including:
1) Green Environment: (F. Saputra & Mahaputra, 2022), (Wang et al., 2021), (Shah et al., 2021).

2) Green Leadership: (Widodo, 2021), (Susanto, Sawitri, et al., 2024), (Tosun et al., 2022).
3) Green Satisfaction: (Susanto, Mahaputra, et al., 2024), (Latuconsina et al., 2019), (Silitonga & Widodo, 2019).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are:
1. Green Reward affects Green Human Resource Management;
2. Green Training has an effect on Green Human Resource Management;
3. Green Behavior has an effect on Green Human Resource Management;
4. Leader Commitment has an effect on Green Human Resource Management; and
5. Organizational Culture affects Green Human Resource Management.

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