

Green practices and employees' performance: The mediating roles of green human resources management policies and knowledge development

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Abstract: The objectives of the study are to assess the impact of green human resources management (GHRM) policies and knowledge on the environmental performance of a public transportation company employees. Data from 1130 respondents were analyzed using SmartPLS modeling. The findings that GRHM affected employees of a public transportation company mediated by roles of green human resources management policies and knowledge. GRHM affected public transportation employees' environmental performance significantly. Employees in the public transportation industry can use the study's results to their advantage by developing plans to increase their sense of belonging to the company and their impact on the environment. Therefore, many companies understand the value of public transportation employees as the forefront 'agent of change' towards a significant positive environmental change in the community.

Keywords: green practices; employee's performance; roles of GHRM; policies knowledge development

1. Introduction

The term "Green HRM" refers to an approach to human resource management that prioritizes the responsible use of company resources and, more broadly, works to advance environmental sustainability initiatives. Throughout the practice of human resource management (HRM), Green Human Resource Management (GHRM) assumes direct accountability for the recruitment, cultivation, and advancement of an environmentally conscious workforce that comprehends, appreciates, and actively endorses green initiatives and objectives. The implementation of policies, methodologies, and procedures that promote environmentally-friendly practices among employees not only benefits society, the environment, and the firm, but also benefits each individual inside the organization (Eccles, 2020).

Businesses have started to place a greater emphasis on environmental sustainability in recent years. Stakeholders, ranging from governmental organizations to company investors to ordinary consumers, foresee gradual development in the application of environmental sustainability. Businesses are under a lot of pressure to quickly implement environmentally friendly practices in response to this expectation (Ababneh, 2021; Faeni et al., 2023). To improve organizational and individual performance, environmentally responsible business practices were implemented in both manufacturing and service firms. Customer education, staff, water savings, energy, and waste reduction are all part of the service industry's green initiatives, which are most noticeable at offices (Rubel et al., 2023).

In Indonesia public transportation have actively supported green initiatives, some

transportation both operates by government, local government or local business chains promote staff participation in environmental management as a means to reach their environmental objectives (Faeni et al., 2023, Rubel et al., 2023; Sult et al., 2024).

Human resource management practices are an organizational mechanism that contribute to environmental sustainability; prior research has demonstrated this mechanism's effects on those who work in the public transportation industries (Jin et al., 2022; Shafaei et al., 2020; Zhu et al., 2023). Prioritizing individual environmental performance can lead to enhanced company environmental performance because employees serve as proactive environmental performance agents (Li et al., 2021).

GHRM ethical obligations are the subject of this empirical investigation, and also the level of individual environmental protection in the public transportation business. It highlights the significance of fostering the alignment of organizational policies at a larger scale and individual behavior at a smaller scale. This study showed how to gain a full understanding of green staff performance at the micro level, as influenced by a macro-level issue like GHRM in the hotel industry (Shafaei et al., 2020). To attain success in the business realm and enhance shareholder profitability, organizations must now prioritize social and environmental considerations alongside economic and financial concerns (Hirsch et al., 2021). Effective execution of these environmentally conscious business strategies within a company necessitates the presence of capable leadership and a well-defined procedure (Faeni et al., 2023; Hassan, 2020).

As more and more companies become conscious of the importance of integrating "green" into their business strategies, corporate executives are quickly elevating the sustainability issue to a higher priority. However, most human resources (HR) practitioners still find the topic disturbing. An organization's environmental program isn't complete without effective human resource management, but it requires a competent combined effort from many other organizational divisions like marketing, finance, information technology, and HR. The corporate sector is undeniably influential in environmental debates and, as such, must take the lead in finding solutions to the problems plaguing the planet.

Workers today are more committed and content when their employers take an active stance in favor of environmentally friendly policies and procedures, providing strong proof that a sizable segment of the corporate workforce cares profoundly about these matters. Proactive environmental management has gained widespread support during the past 20 years (Hieu, 2023; Zhu et al., 2023). Some articles have permeated management theory and practice in the areas of green marketing, green accounting, green employee relations, green compensation, green recruitment, green training and development, green performance management, green retailing, and green management more broadly, all of which build upon this green paradigm. The corporate sector's proactive approach to implementing environmental management methods has also paved the way for green management opportunities (Shafaei, 2020).

A worldwide agreement on the need for a major environmental management initiative has developed throughout the last twenty years of this century. The obvious dangers of certain contaminants prompted the launch of this effort, with industrial wastes serving as the primary culprit in the fast depletion of our natural resources. As a species, we have made environmental preservation and improvement a top priority for the sake of both our own and future generations (Lenart et al., 2023). Future

research and studies endeavors should prioritize addressing the significant gap in the existing Green HRM literature, which predominantly focuses on Western contexts. This is crucial due to the pivotal role of Asia's economic development in environmental management (Rubel et al., 2023). A variety of managerial approaches that might significantly affect environmental competitiveness and assist organizations in achieving the goals of GHRM are presently being studied by management experts throughout the world.

A worldwide agreement on the need for a major environmental management initiative has developed throughout the last twenty years of this century. The obvious dangers of certain contaminants prompted the launch of this effort, with industrial wastes serving as the primary culprit in the fast depletion of our natural resources. A variety of managerial approaches that might significantly affect environmental competitiveness and assist organizations in achieving the goals of GHRM are presently being studied by management experts throughout the world, according to Tokyo's Protocol signed all members in 1988 (Peccei et al., 2019). The objective of GHRM is to cultivate a workforce that comprehends and appreciates an organization's environmentally conscious values and practices. This eco-conscious program can effectively accomplish its environmentally friendly goals by integrating them into the human resource management process, encompassing activities such as recruitment, staff development, and promotion. The human resources department of an organization can significantly contribute to the development of a sustainable culture. HR processes play a crucial role in adopting green HR strategy, making human capital and its management vital for achieving employee's performance goals. Highlights key factors that contribute to a company's success, including employee involvement, performance management systems, incentive compensation, and training. As such, the case is made that the HR department is potentially a significant contributor to this kind of strategic issue since it plays a key role in implementing organizational transformation intended to adapt to the new requirements for firms (Suchart et al., 2022).

There is a dearth of literature on the topic because the intersection of sustainability, environmental concerns, and human resource management (HRM) is still in its infancy. Achieving organizational success depends on a number of human resources systems being in sync with one another. Crucial human variables that boost employees' usage of green management principles were identified to be hiring, training, incentive, and rewards, according to their study. Ensuring the organization receives the right inputs and work performance from employees requires HRM operations to be updated or adjusted to be more environmentally friendly (Hirschi et al., 2021). Here we provide possibilities for further research as well as a high-level outline of a few specific functional HRM activities that relate to environmental sustainability in the workplace.

Companies encompass a wide range of activities, one of which is green HRM. The crux of green HR is a focus on preserving knowledge capital and implementing eco-friendly HR practices. A company's human resources and the procedures they back form the bedrock of every enterprise, be it a for-profit or non-profit venture. They are accountable for developing and implementing policies that promote ecological sustainability. We argue that greening would be challenging to accomplish without

investing in human resources and establishing long-term policy (Chen et al., 2020). There is a lot of literature on green HRM, but how companies throughout the world may implement green HR management strategies to create a really green company culture is still a mystery. After reviewing the literature on the topic, this article deduces that green HRM entails a number of processes and how companies are using HR policies to promote environmental management initiatives. Next, we take a look at the research on the human resources aspects of GHRM, which might provide light on the strategies used by contemporary companies to develop environmentally friendly HR policies.

2. Review of literature

According to the HR sustainability literature, more and more HR directors are keen to make their company the sole environmental champion in the industry. Evidence from a wide range of empirical studies shows that effective environmental management practices have a positive effect on business outcomes (Garsaa et al., 2022).

Companies recommend some green HR initiatives and offers a simplified understanding of some standard GHRM procedures. The term green HRM is all the rage right now, and its significance will only increase in the years to come. This term has also been an important focus of ongoing studies because to the increased public interest in sustainable development and environmental management on a worldwide scale. These days, a broader definition of “green HRM” includes concerns for the social and financial well-being of both the company and its employees as well as environmental sustainability (Faeni et al., 2023).

Recognizing this with the support of HRM approaches is key, as the adoption of environmental practices has been emphasized in literature as an important goal of organizational functioning (Faeni, 2023). Efficient environment management system arises from the alignment of a company’s strategic development goals with its environmental aims and strategies. Organizations must fundamentally strike a balance between environmental preservation and industrial progress. This is because it has been demonstrated that companies that adopt green practices can increase their profits (Zhou et al., 2022). The HR division of a company has a pivotal role in fostering a culture of sustainability (Wan et al., 2021). The strength of green HR policies is correlated with the intensity with which different firms embrace EMS and policies pertaining to the environment. The knowledge and research on Green HRM have recently been expanded by a number of modern researchers (Kumar et al., 2022). The distinctive and recognizable patterns of environmentally conscious choices and actions made by HR managers are what make green HRM possible.

Figure 1 explains the composition of GHRM which include knowledge and policies in regards to how a company implement GHRM at their organization consists of green employees’ relations, green compensation, green performance management, green training and development, and green recruitment. This integrated concepts of how GHRM can be applied in daily activities that can be interpreted in to behavior dimensions such as; paperless office mentality, green initiatives office mentality human resources, low energy and green automated building, the usage of solar power

as renewable energy conservation and the implementation of 3-R Concepts (Reduce, Reuse and Recycle) waste management (Faeni et al., 2023) as stipulated in **Figure 2**.



Figure 1. Green human resources management concept (Faeni, 2023).

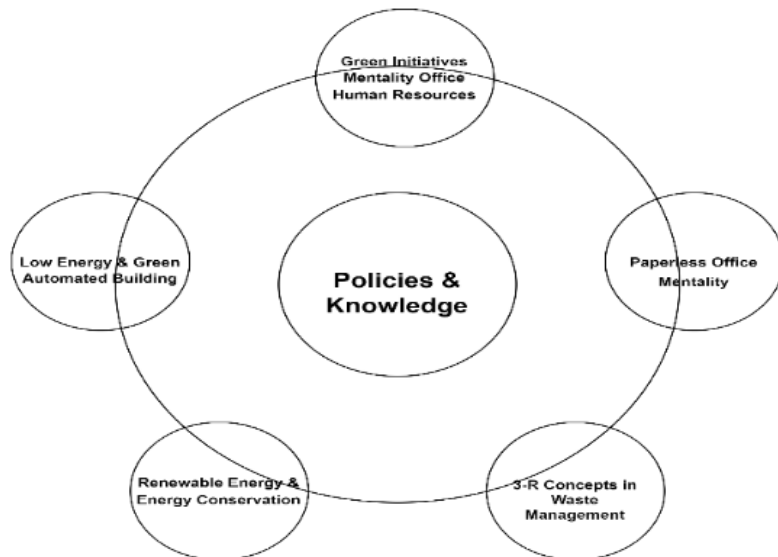


Figure 2. Policies and practices in GHRM (Faeni, 2023).

Integrating environmental objectives and plans into a company's overarching strategic development objectives is the key to an effective environmental management system (EMS) (Chen et al., 2020). According to a large body of research, human resource management strategies help build human capital, which boosts an organization's performance and competitiveness. It is believed that prominent policies regarding reward systems, training and personnel development, employee relations, assessment management and performance, and hiring can effectively bring staff members into compliance with an organization's environmental policy (Garsaa et al., 2022). The argument goes like this: in order to build a corporate green management system that works, every employee needs strong managerial and technical skills. On the other hand, some say that businesses should think about creating innovative environmental management programs and tools that will help them stay sustainable and give them an edge in the market (Hendri, 2019). Thus, in order to progress this framework, it is essential to embrace effective HRM practices. These practices should

include stringent recruitment methods, performance evaluations that take environmental consciousness into account, and programs that empower and train employees (Faeni et al., 2023). These measures will enable the employees of “pro green” organizations to develop new skills and competencies. The aforementioned remarks make it clear that, regardless of the study methodology they use. These scholars wholeheartedly endorse the idea that is vital for effectively harmonizing an organization’s green management objectives with HRM principles.

GHRM means utilizing all employee touchpoints and interfaces to promote sustainable activities and increase staff commitments and awareness of sustainability-related issues; it is one of the two primary components of green human resource management (GHRM), which is extensively studied in this study. The other component is environmentally friendly HR practices. It is the responsibility of the human resources department to ensure that environmental responsibility is aligned with the company’s mission statement. Environmental practices, both at work and in personal life, are important to green HRM. Employees may continue this pattern of consumption in their personal lives (Jin et al., 2022). Green HRM aspires, in part, to teach employees about environmental management and its ins and outs, as well as the advantages it provides to the environment. Employees get a lot of motivation and pride from the event, which helps the company’s green program succeed.

Green recruitment:

Attracting top talent is one of the primary problems faced by HR in the “war for talent” (Kazmi et al., 2022). According to research on employee retention and turnover (Lenart et al., 2023), the two most important aspects of HR and sustainability that contribute to benefit are satisfaction and retention/recruitment. The importance of a company’s image as an employer that cares about the environment is being recognized by an increasing number of companies. German companies who want to hire top talent employ environmental initiatives and a green image, including Ferrostaal, Siemens, BASF, Deutsche Bank, Dresdner Bank, Bundes Post, Bayer, Merck, BMW, Mercedes Benz and Mannesmann. The environmental responsibilities and qualifications of each position at the Rover Group are detailed in the company’s job descriptions. More and more often, hiring practices are include “green” job descriptions that tackle environmental challenges. It is called “green recruitment” when a company seeks to hire individuals whose environmental management systems are compatible with their own. asserts that effective environmental management can be facilitated through recruiting practices that make prospective employees cognizant of and capable of sustaining an organization’s environmental principles.

Using a green recruiting strategy means making environmental protection and preservation an integral part of the hiring process. Working for environmentally responsible, or green, businesses is something that the new recruits are quite passionate about. If businesses actively seek for candidates with a green mindset, they may find that they hire experts in sustainable practices with a firm understanding of recycling, conservation, and making the world a better, more rational place. They are looking into the impact of environmental rules on recruiting practices. A company’s environmental commitment boosts its reputation (Chen et al., 2020). In the first study, they found that professionals were more concerned about how a corporation dealt with environmental issues. Our study leads us to believe that sustainable recruiting

practices offer businesses an edge in the marketplace, both in terms of attracting qualified candidates and in terms of retaining them after they've received training. We propose that the employment procedure align with eco-friendly values, lending credence to the present green movement. Future research could investigate how prospective employees view or assess green firms in relation to their declared sustainability criteria, as well as how enthusiastic these employers are about attaining environmental goals. Do the companies, for instance, use paperless interviews, eco-friendly workspaces, green job descriptions, and similar approaches in their portfolio of hiring procedures? When a new hire starts their position, are they informed about the company's environmental policy and commitment? Future employees will be able to use the responses to these questions as a roadmap for creating and executing environmentally friendly policies that support the goals of the company.

Green performance management:

Performance management (PM) is a strategy for encouraging workers to hone their professional skills in service of the company's stated objectives. The PM came about because the company's plan was recognized. The green wave may have a good impact on PM in addition to the EM's impact on global corporate strategy. Green performance management looks at environmental issues and business policies. It also delves into the topic of environmental duties and how to fulfill them. The researchers concluded that HR managers shield environmental management from damage by incorporating EPM within PM frameworks. Several businesses now take an eco-friendly approach to performance management by instituting company-wide environmental performance standards and green information systems/audits. These measures help them acquire important data on environmental performance (Mehdi et al., 2021). The most important part of managing a project is evaluating performance. Not only do valid, reliable, and fair performance assessments provide employees with useful input, but they also stimulate continuous improvements in the company's environmental results (Yang et al., 2022). One problem with environmental performance appraisals is that managers need to be responsible for both EM performance and overall performance targets. Future studies on green performance evaluation should concentrate on audits, systems, environmental events, green information, policy communication, and environmental responsibilities. It is important that the job description's stated goals and duties align with the company's efforts to become green. Human resources experts should incorporate new criteria into performance evaluations to assess employees' levels of technical and behavioral competencies such as environmental stewardship, innovation, diversity, and collaboration. These abilities would fortify the company's core principles (Teoh et al., 2022). In addition to discussing employee performance at the planned assessment time, managers should provide the necessary feedback at any time throughout the year.

Green training and development:

To prevent a decline in EM-related knowledge, talents, and attitudes, training and development programs aim to promote their growth. Through green training and development programs, employees learn to lessen their environmental effect, conserve energy, and help find solutions to environmental challenges (Park et al., 2021). Sustainable training and development programs educate workers on the value of environmental management in its many guises. Various conservation measures, such

as an organization's internal waste management system, can be more easily implemented with its support. An employee's ability to handle various environmental challenges is also improved. The two most important human resource management strategies for achieving environmental goals, according to a poll of managers on best practices, are providing staff with environmental education and training and fostering an inclusive work environment where they can make a difference. In order to assist managers in enhancing their "front wheel" behavioral competencies—skills in managing change, diversity, collaboration, and teamwork—the HR department hosts leadership development seminars. These seminars are part of his research on the role of HR in developing a sustainable culture. Future research should focus on two main areas: Streamlining green training and helping companies become environmentally conscientious managers who can embrace sustainability with enthusiasm.

Green compensation:

Two main HRM systems that compensate workers according to their performance are compensation and rewards. Through these HR practices, a person's interests can be most effectively aligned with an organization. Additionally, we argue that incentives and prizes can motivate employees to give their all on the job and achieve company goals.

It seems to reason that, within the context of Green HRM, corporations could use pay and benefits as instruments to bolster internal environmental initiatives. In line with a strategic management and remuneration approach, contemporary companies are creating incentive programs to support their employees' green actions. Eight percent of UK businesses were incentivizing environmentally conscious actions with different kinds of prizes and financial incentives, according to a Pricewaterhouse's survey (Suchart et al., 2022). If a company want your employees to think of eco-initiatives, these methods can help. Another study on the advantages of employee involvement in environmental efforts found that employees were more committed to environmental responsibility programs when they were compensated to do duties connected to the programs. Research conducted by Nasution et al. (2020) on 786 US enterprises involved in polluting industries provided the strongest evidence for the effectiveness of green incentives and remuneration. Environmentally conscious businesses paid their CEOs more than their less sustainable counterparts. Increased success rates in pollution prevention were also associated with longer-term commercial outcomes that were compensated for. Executives are incentivized to use accounting and other techniques to make money fast and for personal gain, according to a literature review.

There will always be shady dealings in business, no matter how much money is offered for doing the right thing. Making effective monetary incentives isn't always a picnic, especially when it comes to evaluating environmental behaviors and performance. As a result, we agree that companies should develop energy-saving goods and services and provide incentives to speed up their implementation. By aligning their green awards and compensation plan with HRM practices, firms can cultivate an eco-friendly culture. Managers can encourage environmentally responsible behavior from their staff by offering financial incentives tied to green management practices. On top of that, supervisors can ask their employees to come up with environmentally friendly ideas that are directly relevant to their jobs. This can be

done by collective decision-making and inclusion in the goals to be achieved in the future year. Reaching these goals would serve as the prerequisite for getting rewards (Faeni et al., 2023).

Bonuses can be awarded under certain employee compensation plans, contingent in part on how well an individual rates their own behavioral and technical competencies. Furthermore, bonuses may be given to staff members in recognition of their exceptional work on particular projects. Green rewards can be a win-win for both employers and employees. For example, employers can provide free bicycles or carbon credit offsets, which employees can utilize to live a greener lifestyle while also getting recognition for their efforts (Paais et al., 2020). Lastly, and most significantly, academic efforts should prioritize gathering data on what works in creating and executing green compensation policies so that companies may achieve their environmental goals.

Green employee relations:

Employee relations, a subset of human resource management, aims to foster a positive relationship between employers and workers. The partnership boosts productivity while also assisting with staff morale and motivation. Employee relations, at their core, are about programs that give workers more agency and say in how the company runs. It also helps with problems that could arise at work and how to fix them so they don't affect employment. Solid relationships between management and staff are an intangible asset and a way for businesses to stand out from the competition (Faeni et al., 2024).

Participation in green projects by employees increases the likelihood of better green management since employees' goals, abilities, motivations, and perspectives align with green management systems and practices. According to reports, involving employees in EM improves EM systems by decreasing waste increasing resource efficiency, and lowering workplace pollution. Several studies conducted by employees have shown that empowerment has a positive effect on performance and productivity by fostering problem-solving, independent thought, and self-determination abilities (Park et al., 2021). Finding eco-entrepreneurs—enterprises with a social or ecological focus—inside the company is a crucial step towards promoting employee engagement and participation within the corporation. Encouraging eco-friendly proposals from all staff members, regardless of rank, would not only put their abilities to good use but also pique their interest in environmental issues. Employees are the ones who have to live with the consequences of the company's lack of ethical behavior in the long run. Human resources should encourage management to create a more democratic workplace where workers may freely express their views on environmental issues. Because personnel who work in that specific field frequently have the finest ideas, achieving green outcomes will primarily depend on their desire to collaborate (Hirschi et al., 2021). Improving ties between management and staff can be as simple as instituting an internal proposal structure that invites input from every level of staff. More people will be aware of environmental issues thanks to this strategy. Also, other places might provide new ideas for eco-friendly things to do. An initiative known as Action-Team is managed by IBM UK. In this way, employees and their families might receive financial incentives to take part in environmental projects in their communities (Hassan, 2020). There are other business policies in the US and Europe that promote

eco-projects among employees and supervisors who back these initiatives. Supervisors' encouraging actions toward EM workers at Merck (Germany), BMW (Germany), Mercedes Benz (Germany), Nestle Oy (Finland), Phillips (The Netherlands), Lucent Technologies (Pennsylvania), and GE Plastics (Netherlands) inspire workers to think of ways to improve the environment (Lenart et al., 2023). Employee involvement has several benefits, including enhanced worker and business safety, as well as the cultivation of environmentally aware staff. By implementing the standards, a durable foundation of trust may be formed between management and staff, allowing people to express their thoughts at work and creating an environment that promotes green management approaches and procedures.

Green initiatives mentality office human resources:

As stated in **Figure 2**, the HRM system is a cohesive framework including distinct yet interconnected functions, retaining, developing, processes, and activities aimed at attracting the human capital of a firm. HR procedures are typically arranged by organizations into systems that complement their corporate strategy and culture (Chen et al., 2020). Over time, we can assert that the green efforts outlined in the HRM manifesto contribute to corporate social responsibility. Companies are already enlisting the help of their human resources departments to incorporate environmental initiatives into their plans. Managers ensure that their HR department effectively implements green practices. Also, according to some experts, it's very important for companies to have highly trained managers and technicians if they want to implement a corporate green management system successfully (Faeni et al., 2023; Paais et al., 2020).

Worldwide, businesses are incorporating and endeavoring to implement GHRM approaches in order to achieve a competitive advantage inside the commercial sphere. Businesses can easily implement and integrate GHRM, but it requires a change in thinking regarding conventional HR practices from both management and personnel. HR environmental executives can greatly contribute to helping line managers obtain full staff cooperation in implementing environmental regulations. In order to accomplish this, the HR department must foster supporters and establish networks of individuals who are capable of resolving issues and are willing to initiate changes to the existing state of affairs (Park et al., 2021). Prior to implementing environmentally-friendly practices, the HR department must take into account many GHRM-related considerations, which are too numerous to be addressed in a single article. Given the limited space available, the subsequent portion of the article provides a concise overview of a select few significant environmentally-friendly initiatives specifically tailored for HR departments.

Low energy and green automated building:

Organizations worldwide are progressively opting for green buildings instead of conventional office spaces for their companies and offices. There have been recent shifts in the construction industry toward "green" buildings, which adhere to specific standards with the goal of minimizing the use of natural resources. In addition, green buildings have improved elements that are associated with eco-friendly actions, including storm water management, renewable energy, and energy efficiency. Green building practices have been more popular among businesses in recent years. The corporate community is increasingly recognizing the significant role that green

buildings play in solving environmental concerns. Green buildings provide businesses a cost-effective solution as they are economically viable to construct and design. Companies like Pepsi, Coca-Cola, Ford, Mercedes-Benz, BMW, and many more have shown their dedication to sustainability by incorporating green building design principles into their structures. The demand for office space in green or sustainable buildings has been significantly increased due to the deployment of sustainability programs by Fortune 1000 businesses.

Paperless office mentality:

The majority of office work is done on paper, although since IT was introduced, less paper has been used. Office practices and procedures have evolved in the modern era to become paperless thanks to e-business and learning. An office that is paperless restricts or completely does away with paper by automating procedures for critical government documents and other paperwork. The technique effectively reduces paper consumption, minimizes costs related to paper handling, including copying and storage, and also saves time in searching for paper data. Vancouver-based digital firm was established in back 2008, the office operates everything paperlessly without the use of papers. All employees receive their salary notification and all kind of information electronically, through email, and make comments using tablets and whiteboards. Designers are allowed to bring a notepad to the office, but they are required to return it to their desk every day. As a concluding point, we would like to emphasize that reducing paper use can have a direct positive impact on the environment by reducing energy use, water usage, pollution, and paper use.

Renewable energy and energy conservation:

A small change in office energy use habits can have a big impact on the planet. In an effort to provide more sustainable and efficient services, global offices have instituted a number of energies saving measures to lessen their influence on the environment. While other British organizations' HR departments are emphasizing their travel policies, which promote carpooling and greater reliance on public transportation, Dresner Bank HR department has initiated a campaign urging employees to power down PCs, lights, and TVs upon leaving, utilize 100% renewable energy, and implement solar lighting (Hieu et al., 2023). Furthermore, it is generally acknowledged that e-HR and other HR technology may help both management and employees monitor and control their own carbon footprints. Additionally, businesses are switching to energy star light bulbs and fixtures since they save at least 63% more energy than standard lights and fixtures.

3-R concepts in waste management:

Reusing and recycling materials allows for the creation of new and useful goods from previously used ones. When we recycle, we cut down on the number of raw materials needed to make new goods. Hence, this method improves air quality by conserving energy and decreasing garbage disposal usage. Multiple organizations are implementing recycling programs as a component of their environmentally conscious initiatives with the aim of diminishing waste and augmenting the quantity of recycled materials. Several HR experts were tasked with developing company recycling programs and overseeing workplace thermostats as a result of the implementation of cost-cutting measures and an emphasis on sustainability and environmental issues. In the course of this process, a large number of HR professionals have come to the

conclusion that green initiatives are an essential part of CSR. The business world is pushing for a new environmental protection policy based on the “three Rs”: reduce, reuse, and recycle.

3. Methodology and hypothesis

3.1. Methodology

To put our theories regarding the role of policies and knowledge mediating GHRM on the performance of public transportation industry employees to the test, we selected Indonesia as the growing market to do so. Workers in the public transportation sector benefit greatly from the industry’s positive impact on society. In 2024, over 1 million public transportation employees implement GHRM mediated by policies and knowledge dissemination within the company. GHRM policies and knowledge in organization should be implemented. GHRM has impacted the employee’s performance mediated by policies and knowledge in the company, both employees and users. Green management, energy efficiency, renewable power, affordable building management, waste management, and the 3 Rs are all environmental concerns that are encountering challenges. In spite of demand, there is a dearth of information and support for eco-friendly lifestyle ideas.

3.2. Research framework

By examining the connections between the factors within the context of public transportation personnel, we may learn how GHRM affects their performance in the face of these problems. Using policies and knowledge as mediators, the model incorporates a number of variables pertaining to green recruitment, performance management, training and development, compensation, and employee relations with an eye toward improving performance. The authors do this by utilizing the quantitative approach. The capital city of Indonesia, Jakarta, served as the site of data collection and hypothesis testing through the administration of a series of self-administered questionnaires. As far as environmental consciousness among public transportation workers is concerned, 1130 have taken the time to reply. Based on an instrument previously created by academics (Randall and Gibson, 1990), the questionnaire was revised. The text was organized into four parts. In the first part of the survey, we asked participants to describe themselves. Using two modified dimensions—policy and knowledge—the second segment evaluated green recruiting (GR), green performance (GP), green pay (GC), green training and development (GT), and green workers’ relations (GR). Based on the instrument that was produced, the third component dealt with policies (PO), which included two dimensions: regulation and dissemination. In Section 4, we discussed knowledge (KN), which was evaluated on two points utilizing the performance evaluation tool. The item was evaluated using a five-point Likert scale, where 1 indicates severe disagreement and 5 indicates strong agreement. Eleven hundred thirty-one replies were collected. Data was entered into Smart PLS for the structural equation model (SEM) process. **Figure 3** shows the results of the study’s structural equation modeling (SEM) examination of the relationships between GHRM, policies, and employees’ green performance, with innovation serving as a moderating

variable.

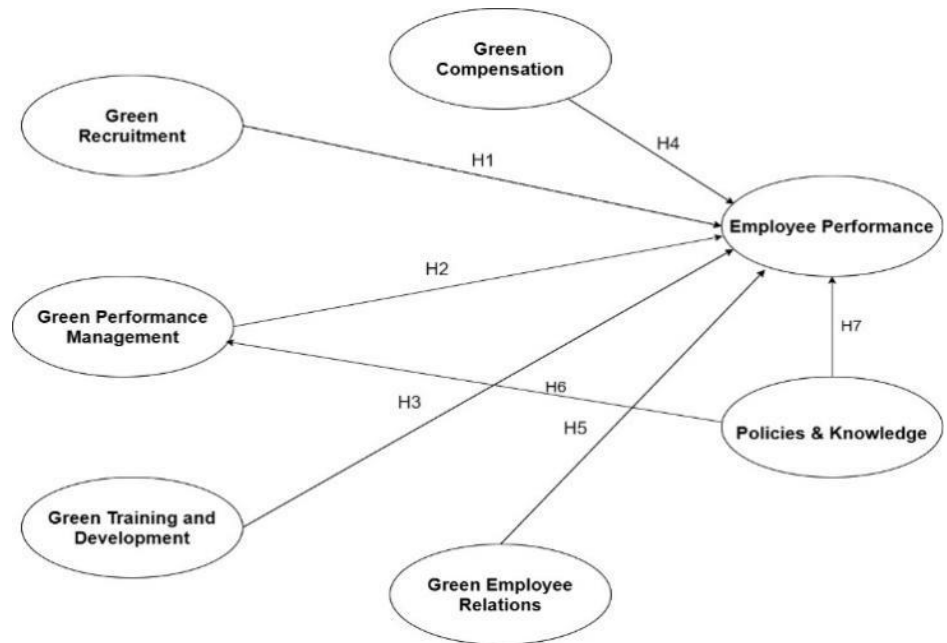


Figure 3. Research framework and hypothesis (Faeni, 2023).

3.3. Hypothesis

One of the key challenges for HR in the “war for talent” is attracting top personnel (Kazmi et al., 2022). According to studies on employee retention and turnover (Lenart et al., 2023), the two most important factors of HR and sustainability that lead to benefits are satisfaction and retention/recruitment. A growing number of businesses are realizing that one way to bring in new employees is to establish a reputation as an eco-friendly employer. A green recruiting approach entails making environmental protection and preservation a key component of the hiring process. Working for ecologically responsible, or green, enterprises is something that the new hires are quite enthusiastic about. Businesses that deliberately seek personnel with a green perspective may find themselves hiring experts in sustainable practices who understand recycling, conservation, and making the world a better, more rational place. They are investigating the impact of environmental regulations on recruitment tactics. A company’s environmental commitment enhances its reputation (Chen et al., 2020). In the first study, they discovered that professionals were more concerned with how a firm handled environmental challenges.

- H1. Green recruitment effect employee’s performance.

Performance management (PM) is a strategy for motivating employees to enhance their professional skills in support of the company’s stated goals. The PM was created since the company’s plan was acknowledged. Along with the influence of EM on worldwide corporate strategy, the green wave may also have a beneficial effect on PM. In addition to business policy, environmental concerns are at the center of green performance management. According to this research, human capital helps build stronger relationships and more organizational capital, both of which boost innovation. The most crucial aspect of project management is reviewing performance. Not only can valid, trustworthy, and fair performance assessments provide valuable feedback to

employees, but they also encourage ongoing development in the company's environmental performance (Yang et al., 2022). One issue with environmental performance appraisals is that managers must be accountable for both EM performance and overall performance objectives. The following areas should be the subject of future studies on green performance evaluation: audits, green information systems, policy communication, environmental responsibilities, and environmental events. It is critical that the job description's stated goals and duties are consistent with the company's efforts to go green. Human resources professionals should add new criteria into performance evaluations to assess employees' levels of technical and behavioral competencies such as environmental stewardship, innovation, diversity. The following hypotheses were used to ground this research on the literature.

- H2. Green performance management effect employee's performance.

Green training and development serve as the main means of disseminating information to various entities within and outside of a company, including different levels of management, stakeholders, and employees. The components of the community that foster the growth of expertise and experience are the ones that ultimately determine the GHRM score. Collaboration, interpersonal trust based on communication, norms, and context, and relational, cognitive, and structural components are other important GHRM features that have unique impacts on performance. Training and development programs are designed to encourage the growth of workers' management (EM)-related knowledge, talents, and attitudes. Employees learn how to reduce their environmental impact, preserve energy, and contribute to the solution of environmental concerns through green training and development programs (Park et al., 2021). Through eco-friendly professional development workshops, staff members learn the significance of environmental management in its many facets. It opens up a world of conservation options, such how a company handles its own trash. In addition, it enhances a worker's capacity to address various environmental issues.

- H3. Green training and development effect employee's performance.

Compensation and rewards are the two most common HRM systems that recompense employees based on their performance. These HR approaches can best connect a person's interests with those of a business. Awards and incentives, in our opinion, can motivate workers to perform at a high level and help the company achieve its goals. Bonuses can be provided under certain employee compensation programs, depending on how highly a person judges their own behavioral and technical skills. Furthermore, bonuses may be awarded to employees in acknowledgment of their great performance on certain projects. Green awards can benefit both firms and employees. Employers, for example, can provide free bicycles or carbon credit offsets to employees, allowing them to pursue a greener lifestyle while simultaneously receiving appreciation (Paais et al., 2020). Finally, and most importantly, research initiatives should concentrate obtaining data on what works in developing and implementing green compensation programs so that businesses may meet their environmental objectives.

- H4. Green compensation effect employee's performance.

Finding eco-entrepreneurs—enterprises with a social or ecological focus—within the organization is an important step towards increasing employee engagement and

participation. Encouraging eco-friendly recommendations from all employees, regardless of status, would not only put their skills to good use, but would also excite their interest in environmental matters. Employees are the ones who will have to bear the long-term effects of the company's unethical activity. Human resources should encourage management to establish a more democratic workplace in which employees can freely express themselves on environmental problems. Because workers in that given profession typically have the best ideas, obtaining green outcomes will be mostly determined by their willingness to participate. Employee relations, a component of human resource management, seeks to build beneficial relationships between employers and employees. The cooperation enhances production while also improving employee morale and motivation. In essence, employee relations refer to measures that empower and encourage employee participation. Furthermore, it helps to prevent and resolve workplace concerns that may interfere with employment. Strong relationships between management and employees are an intangible asset and a method for firms to distinguish out from the competition (Faeni et al., 2024). Hence, hypothesis as emphasize as stipulated below.

- H5. Green employee's relation effect employee's performance.

Figure 1 shows the research model that this study used, which was based on the literature review. Employee performance in public transportation is proposed to be influenced by GHRM through policies and practices under the F1 model. This study looks at the impact of human and GHRM policies and practices on employee performance (Faeni, 2024). Human and social capital are the two independent variables in the suggested model, with innovation mediating the relationship between the two and success serving as the dependent variable.

Because employees' objectives, skills, motives, and perspectives are congruent with green management systems and practices, employee engagement in green initiatives raises the prospect of enhanced green management. According to surveys, integrating people in EM improves systems by reducing waste, enhancing resource efficiency, and lowering workplace pollution. According to the findings of various employee studies, individual empowerment promotes self-determination, independent thought, and problem-solving abilities, all of which have a positive impact on performance and productivity (Park et al., 2021).

In order to recruit, develop, and retain human resources, businesses use HRM systems, which are structured like a cohesive framework with varied but interrelated functions. Human resources processes are frequently structured in a way that supports an organization's overall goals and values (Chen et al., 2020). Policies and knowledge of GHRM implementation of green initiatives described in the HRM manifesto help to promote company's performance based on employees' knowledge of GHRM concept. Companies are already working with their human resources departments to incorporate environmental efforts into their strategy. Managers verify that their HR department is effectively implementing green practices. Furthermore, according to some experts, it's very vital for businesses to have highly skilled managers and technicians if they wish to successfully adopt a corporate green management system. This can be achieved if policies, regulation, Vision and Mission are supported by knowledge disseminations to boost green performance of the organization (Paais et al., 2020).

- H6. Policies and knowledge impacted green performance management.

Globally, firms are embracing and attempting to implement GHRM practices in order to get a competitive advantage in the commercial realm. Businesses can simply deploy and integrate GHRM through knowledge empowerment and policies implementation endorse by the organization, it demands a shift in thinking about traditional HR procedures from both management and employees. HR environmental executives can make a significant contribution to line managers obtaining full staff participation in enforcing environmental rules. To accomplish this, the HR department must cultivate supporters and create networks of personnel capable of resolving challenges and willing to make changes to the current state of affairs (Park et al., 2021). Before implementing environmentally friendly practices, the HR department must evaluate various GHRM-related factors, which are too numerous to be addressed in a concept which impact employee’s performance. In conclusion, as previously said, we believe it is vital for businesses to educate their staff on environmental protection and best practices. Clients can learn a lot about the benefits of going green and purchasing environmentally friendly items from personnel who have received sustainable training and education.

- H7. Policies and knowledge impacted employee’s performance.

4. Findings

4.1. Outer model testing results

The validity and reliability of a study are evaluated using this measurement approach.

According to **Table 1**, there is a high level of validity in the coefficient values for green recruitment, green performance management, green training and development, green compensation, and green employees’ relation, employee performance, and service quality. These values range from 0.658 to 0.812, indicating favorable results.

Table 1. Validity test (SmartPLS, 2024).

Variable	AVE	Validity
Employee Performance	0.658	Validity
Green Recruitment	0.811	Validity
Green Performance Management	0.654	Validity
Green Training and Development	0.828	Validity
Green Compensation	0.774	Validity
Green Employee’s Relation	0.988	Validity

The values of 0.987, 0.983, 0.977, 0.985, 0.828 and 0.911 for green recruitment, green training and development, employee performance, and green compensation, respectively, indicate a high level of reliability in the coefficient value, as it is greater than 0.8, according to **Table 2**.

Figure 4 shows the result of SmartPLS examination of Outer model testing before bootstrapping between employee performance, green recruitment, green performance management, green training and development, green compensation and

green employee’s relations in order to seek validity and reliability (Faeni, 2024).

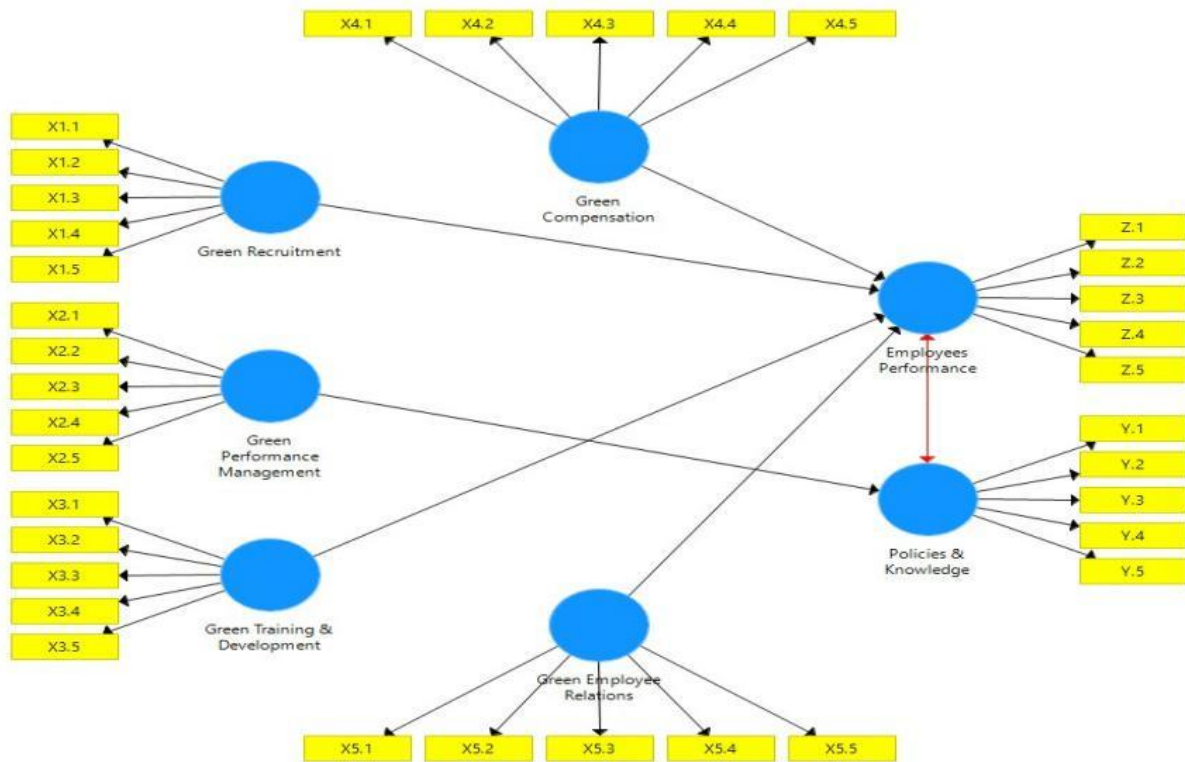


Figure 4. Outer model testing results (SmartPLS, 2024).

Table 2. Reliability test (SmartPLS, 2024).

Variable	Composite Reliability	Reliability
Employee Performance	0.987	Reliable
Green Recruitment	0.983	Reliable
Green Performance Management	0.977	Reliable
Green Training and Development	0.985	Reliable
Green Compensation	0.828	Reliable
Green Employee’s Relation	0.911	Reliable

4.2. Result hypotheses testing

You may observe the effect and significance level in each variable through the *t*-statistic or *p*-value in SmartPLS, which allows you to test the hypotheses. To demonstrate the efficacy of the research utilizing the mediating variable, knowledge and policies, the bootstrapping approach divides the research model into two parts: Direct and indirect effects. If you look at the *t*-statistics or *p*-values in the table below, you can see the outcomes of the significance level tests. Drawing on the data in **Table 2**.

Table 3 displays the results of the tests conducted to test the hypotheses.

Table 3. Reliability test (SmartPLS, 2024).

Variables	t-statistics	p-values
Green recruitment effect employee’s performance	2.622	0.020
Green performance management effect employee’s performance	4.977	0.000
Green training and development effect employee’s performance	5.726	0.000
Green compensation effect employee’s performance	6.201	0.002
Green employee’s relation effect employee’s performance management	3.200	0.010
Policies and knowledge impacted green performance	13.581	0.000
Policies and knowledge impacted employee’s performance	13.971	0.000

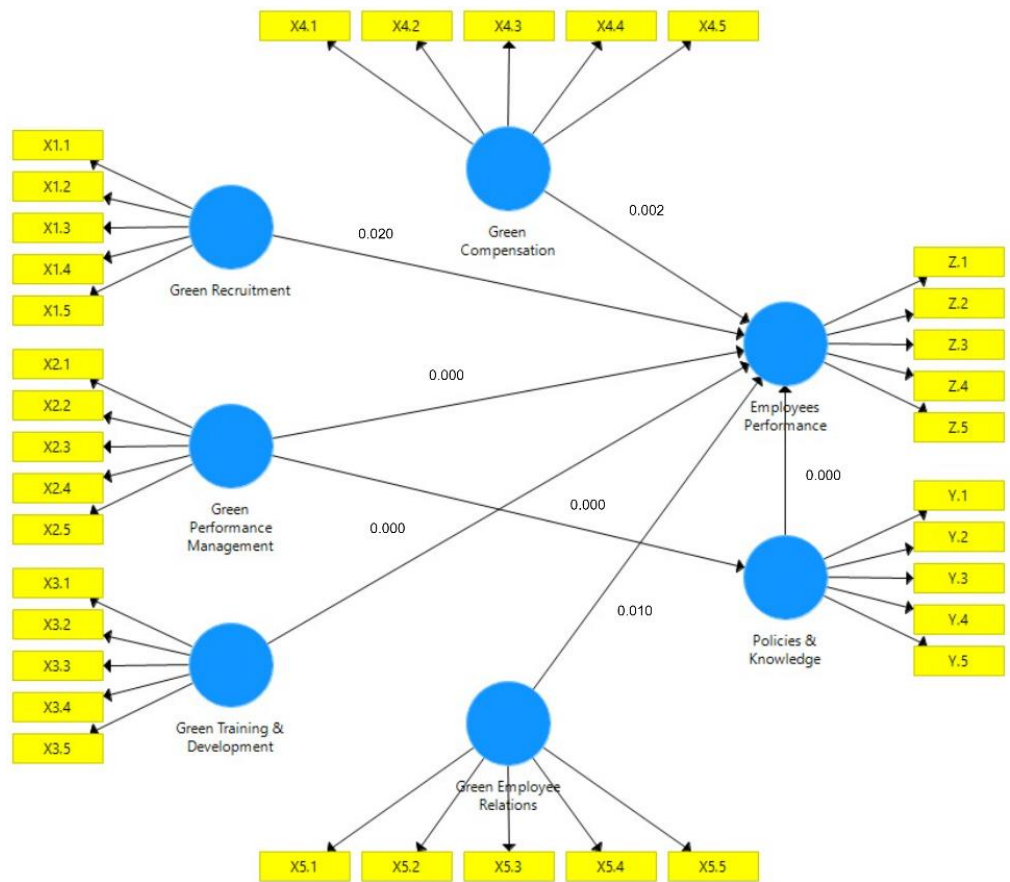


Figure 5. Hypothesis test results (SmartPLS, 2024).

Figure 5 shows the result of SmartPLS examination of Inner model testing after bootstrapping shows Hypothesis test results between employee performance, green recruitment, green performance management, green training and development, green compensation and green employee’s relations in order to examine hypothesis between green recruitment towards employee’s performance, green performance management towards employee’s performance, green training and development towards employee’s performance, green compensation towards employee’s performance, green employee’s relation towards employee’s performance, policies and knowledge towards employee’s performance (Faeni, 2024).

- H1. Green recruitment effect employee’s performance

The test findings show that the innovation-related human capital variable has a *t*-statistic of 2.622 and a *p*-value of 0.02. Since both the *t*-statistic and the *p*-value are less than 0.05, we may conclude that H1 is supported. As a result, we may say that the green recruiting variable boosts productivity.

- H2. Green performance management effect employee's performance

The results show that the green performance variable, which represents the performance of the employees, has a *t*-statistic of 4.977 and a *p*-value of 0.000. Since both the *t*-statistic and the *p*-value are less than 0.05, we can conclude that H2 is supported. Consequently, it may be inferred that the green performance variable positively impacts employee performance.

- H3. Green training and development effect employee's performance

The results show that there is a significant relationship between green training and development and employee performance (*t*-statistic = 5.726, *p* = 0.000), lending credence to H3 (*t*-statistic > 2.005, *p* < 0.05). Employee performance is positively affected by the green training and development variable.

- H4. Green compensation effect employee's performance

Intermediary factors, typically including the mediating variable through knowledge and policy variables, were used to test the bootstrapping approach using the indirect impact study model. The results of the test for the indirect effect of green compensation on employee performance were 6.201 with a *p*-value of 0.002, indicating that H4 is supported. This is due to the fact that the *t*-statistic is larger than 2.005 and the *p*-value is less than 0.05. It follows that green compensation does have an influence on productivity in the workplace.

- H5. Green employee's relation effect employee's performance

A *t*-statistic of 3.200 and a *p*-value of 0.010 indicate that policies pertaining to environmentally conscious employees have an indirect effect on worker productivity. With a *t*-statistic more than 2.005 and a *p*-value less than 0.05, we may conclude that there is strong evidence supporting H5, which states that policies and knowledge have a positive indirect effect on employee performance. So, we can deduce from H5 that policies and knowledge variables mediate the green employee's relation, which in turn mediates the beneficial influence of employee performance.

- H6. Policies and knowledge impacted green performance management

Since the *t*-statistic is more than 2.005 and the *p*-value is less than 0.05, H6 is supported when testing the GHRM through policies and knowledge as mediation, which yields a *t*-statistical value of 13.581 and a *p*-value of 0.000. Consequently, we can deduce from H6. that knowledge variables and policies can moderate the positive effect of employee performance.

- H7. Policies and knowledge impacted employee's performance

Since the *t*-statistic is more than 2.005 and the *p*-value is less than 0.05, H7 is supported by the findings of evaluating the GHRM variable on employee's performance through policies and knowledge as mediation, which has a statistical *t*-value of 13.971 and a *p*-value of 0.000. As a result, it's safe to say that policies and knowledge are two variables that can moderate the good effect on employee performance.

4.3. Mediation test results

The following hypothesis can be formulated in light of **Table 3** and the outcomes of the mediation testing:

Since GHRM does not have a significant direct effect on employee performance, this study's explanation of hypotheses leads us to believe that knowledge and policies mediate the relationships between the two. But if the mediating variable backs it up, the independent variable can have a significant impact on the dependent variable.

5. Conclusions

As a result of the growing number of environmentally concerned businesses, it is the responsibility of contemporary human resource managers to incorporate the green philosophy into company mission statements and HR policies, given that human resources are an organization's most valuable asset and a key factor in employee management.

Everything from policy statements and job titles to marketing plans, capital investments, auditing procedures, product design, and manufacturing methods can reveal an organization's stance on environmental protection. In order to support preexisting green practices and programs, processes and laws are increasingly entering the HR sector. There are several real benefits that have resulted from green HR initiatives, including increased efficiency, reduced costs, improved productivity, and increased worker retention.

Waste management, recycling, carbon footprint reduction, and the use and production of green products are some of the environmentally friendly HR practices that organizations have adopted, driven by a growing awareness of the importance of green issues. This is happening even though the green movement and Green HR are still in their early stages. Workers are more invested in and content with a company that is always looking for new ways to be green, and it's clear that most employees feel the same way. Since GHRM practices can have a wide range of effects, it is important to keep an eye on them to see how they could affect HRM issues. The three tenets of sustainability—economical, social, and environmental balance—are intertwined in GHRM's unique human resource policies and practices.

Human resource managers have a responsibility to inform the next generation about global warming, resource conservation, and responsible business practices (GHRM), as well as the green movement, sustainable development, and the proper use of natural resources (Eliyana et al., 2019).

It would appear that all parties involved in human resource management—including Green Transportation businesses, workers, practitioners, and researchers—are looking forward to a bright future with Green HRM. Furthermore, Green Transportation firms' personnel provide a great example for the community through their environmental awareness programs.

We contend that GHRM offers much room for research in the management arena but is woefully underutilized in the academic sphere; thus, we see a pressing need to close the gap between what is taught and what is practiced in environmental management research and classrooms. It would be beneficial for the community and academics if Green Transportation firm personnel could serve as role models.

Our next step is to see additional research on this subject that focuses on human resource management and how it may help green initiatives and, to a lesser degree, impact environmental management strategy, particularly within Green Transportation firm personnel. Research examining the broader effects of GHRM systems as opposed to individual actions can provide valuable insights in this area.

Everything from policy statements and job titles to marketing plans, capital investments, auditing procedures, product design, and manufacturing methods can reveal an organization's stance on environmental protection. To complement preexisting green practices and initiatives, green procedures and legislation are increasingly entering the HR sphere. There are several real benefits that have resulted from green HR initiatives, including increased efficiency, reduced costs, improved productivity, and increased worker retention. Companies in the green transportation sector are doing the right thing by leading the way.

Based on the research above, it can be concluded that the sustainability of the company is largely determined by the behavioral dimension which is driven by the ability of management to manage human resources in its organization by implementing GHRM which boils down to green HR management. The GHRM concept can be established through a paradigm shift in thinking that puts forward a green thinking paradigm in every aspect of the activities it undertakes. It boils down to green employee relations, green compensation, green performance management, green training and development, and the green recruitment process. Green Transportation company employees are the forefront role models to initiate GHRM in the industry.

Theoretical and practical implications

GHRM uplift perception of organization endeavor to build a strategic interaction relation for creating better environment by motivating, counting, selecting, execute administration, preparing and advancement of a new set paradigm among the human resources in the organization to be more pro-environmental behavior and mitigates any misleading knowledge regarding green environment management and its correlation with GHRM which influences these outcomes with the results of higher impact on employee's performance.

G-HRM emphasizes organizational efforts to develop a new set of paradigms to maintain long-term relationship with workers and proliferate a good green environment by including green recruiting, green incentives, green employee's relation, green training and development, and green performance management in their involvement by creating green environment.

A close-ended questionnaire was managed to gather information through a web-based overview connect which was shared with 1130 respondents in an Indonesia public transportation organization. A halfway least-square basic condition modeling approach was utilized to run information investigation through SmartPLS 3.0 program. The discoveries of the consider reflect that all of the hypotheses were upheld. In specific, GHRM features a strong impact on both employee's performance and organization performance in implementing green and environmentally friendly culture.

This research about GHRM which included employees of open public

transportation organization in order to test the interrelationships of GHRM, green employee's relation, green compensation, green training and development, green performance management, green recruitment, and policy knowledge. The experimental discoveries offer solid back for theories and propose that our demonstrate is practical. More accurately, GHRM upgrades employees' recognitions of organizational bolster for the environment, whereas policies and knowledge effect performance management cultivate pro-environmental behavior and decreases stopping eagerly. Seen organizational back for the environment and work engagement successively intercede the impact of green human asset administration on the previously mentioned results

Conflict of interest: The author declares no conflict of interest.

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