

The Effect Of Green Recruitment And Green Compensation On Green Performance

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Abstract

The research aims to analyze the impact of green recruitment and green compensation on the green performance of employees serving in the office of the Governor of West Sulawesi. The data in this research was collected from employees/employees who were willing to participate as respondents. This research uses primary data by conducting a direct survey in the field via questionnaires to 57 respondents. The data analysis method used is multiple linear regression analysis. The research results show that, partially, the green recruitment and green compensation variables have a positive and significant influence on green performance.

Keywords: green recruitment and green compensation , and green performance.

INTRODUCTION

Over the past ten years, both developed and developing countries have intensified their efforts to promote environmental sustainability. This shift is largely driven by the recognition that persistent environmental issues hinder economic growth and adversely affect people's well-being. A clear example of this is the rising emissions of greenhouse gases and the growing air pollution in urban centers. It turns out that cases of environmental damage in Indonesia are actually getting worse. Likewise, the direction of government policy is increasingly endangering the future of the environment. This phenomenon is generally thought to be the result of human activity, whether caused by climate change or not. One explanation is that if environmentally friendly human behavior

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does not cause environmental damage, then the continuation of production and business activities will definitely cause losses.

Environmental problems are one of the important problems that need to be resolved immediately, especially in Indonesia. Realizing that environmental damage these issues can adversely affect human survival, posing risks to health and well-being. Therefore, it is necessary to provide an understanding of the importance of carrying out environmental protection activities and maintaining environmental conditions. Environmentally friendly human resource management (GHRM) is an effort that helps reduce the impact of environmental degradation (Opatha and Arulrajah, 2014). This implementation includes HR management functions including recruitment and selection processes, performance assessment, compensation, training and development to improving human resources [1].

As technology trends in industry in Indonesia are currently experiencing rapid movement. Along with changing times, environmental aspects have become a concern that regional governments are very aware of, the importance of maintaining a balance between the concerns that regional governments are aware of, the importance of maintaining a balance between regional development and environmental protection has become a guideline in the principles of environmentally sound development. Existing evidence has proven this, flood disasters that occur not only in urban areas, but also in rural areas, this shows the importance of preserving the environment in carrying out development activities. Of course, this is unavoidable if an expensive project is damaged due to a human-caused disaster or if a construction strategy that does not consider environmental impacts is insufficient [1].

Environmentally Friendly Human Resource Management (GHRM) is the act of establishing a company in managing human resources sustainably by considering environmental aspects in order to maintain them sustainably in company management. Considering the increasing environmental problems caused by the production process, GHRM is really needed to minimize these conditions. Human resource management (HR) aims to optimize, develop and research human resources (HR) and natural resources (SDA) in order to produce effective and efficient management. In essence, management is leadership who directs its resources to achieve organizational or company goals safely. GHRM is interpreted as an architect's pen that designs employees to be more "green" by implementing "green" policies and methods in human resources.

It is important to maintain sustainability by implementing GHRM policies and practices to improve environmental performance [2]. Within an organization, air pollution and liquid waste can be generated by a company. To reduce this negative impact,

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organizations are advised to practice environmentally friendly office use rules. In other words, an eco-friendly office functions like the lungs of the earth, cleaning and restoring the surrounding environment. The aim is not only to create a healthier work area, but also to reduce the carbon footprint and use of daily consumer goods, and find sustainable work methods.

A study reveals that employee productivity tends to increase in a greener office environment. Offices that support sustainability see a 26% increase in cognitive function and 15% in employee productivity. In addition, employees who work in companies that care about the environment also report feeling healthier, more energetic, and more satisfied with their jobs.

Building and creating environmentally friendly offices has now become a necessity. There is a strong link between a healthy environment and a good economy. Green office refers to a practical and easy environmental management system, designed specifically for office environments. This initiative aims to help office managers promote a more eco-friendly operational approach. Green office programs serve as a training tool to motivate employees to adopt environmentally friendly habits, which can ultimately help reduce overall company costs. The goals of implementing a green office include reducing the use of natural resources through improving the environmental management system in the office as well as promoting sustainable practices through increasing employee awareness.

LITERATURE

Theory Review

Triple Bottom Line Theory

The Triple Bottom Line concept was introduced by Elkington in 1997 in his book entitled "Cannibals with Forks: The Triple Bottom Line of Twentieth Century Business." Elkington introduced this concept, which focuses on three key aspects: economic prosperity, environmental sustainability, and social equity. [1]. In According to Elkington, companies aiming for sustainability must focus on the "3Ps": People, Planet, and Profit. These three pillars represent the balance between social responsibility, environmental stewardship, and economic success. Apart from pursuing profits, companies also need to consider the welfare of the community (people) and contribute actively in preserving the environment (planet). If companies want to continue to exist, responsibility towards the environment must also be a priority. The environment covers all aspects of life, while profit is the core of business and is something that is natural.



Industry leaders are expected to take active steps in environmental conservation. By doing so, they not only enhance profits, particularly in terms of health and well-being, but also help ensure the long-term availability of resources for future use [1]. Policies adopted by industry players, such as human resource management policies, must include a commitment to environmental protection . A related human resource management concept is environmentally friendly human resource management (GHRM), which helps in improving environmental efficiency for potentially polluting industries [11].

Green Human Resources Management (GHRM)

Human Resources Management (HRM) or Human Resource Management is defined as a system that includes a series of activities, functions and processes that aim to manage the development and maintenance of workforce/employees (HR) within a company [2]. For effective implementation of green human resource management, companies need to enhance both technical and managerial skills related to environmental concepts for every member of the organization. Companies that proactively seek out new management techniques and innovations are critical to creating a green wave in the competitive business world. [2].

As a step to advance a company structure that is in line with green management goals, an effective HR management system is needed. This system starts from employee recruitment tactics, to compensation systems, rewards and evaluation procedures. All of this must include points for awareness of the importance of preserving the environment. Therefore, training and development programs in line with an environmentally sound basis are also important.]According to [2], the greater the influence of green Human Resources Management policies (Green Human Resources Policies), the higher the company's ability to adapt in implementing environmental management programs (Environmental Management Systems) that have been established. [2].

Green Recruitment (GR)

When it comes to creating employees with environmentally friendly habits, [4] offers two alternatives. Can be chosen to focus on the employee recruitment process that ensures employees perform high in environmental conservation efforts. Or another option is an environmental protection initiative related to education, awareness and development for existing employees. The first alternative is more economical and proactive compared to the second option. So, it is not surprising that the first option is the alternative that is more often used by companies in carrying out recruitment and selection activities for

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employees who care about the environment. The concept of recruitment and selection has the potential to integrate corporate environmental strategies and policies with policies in recruitment and selection itself. In fact, a survey conducted by *the British Carbon Trust* shows that a large number of employees (<75%) are considering working for a company that promotes active environmental policies to reduce carbon emissions.

Green Recruitment and Selection ensures that new employees know the company's environmentally oriented culture and share values related to sustainability [4]. This is done through a selection process that assesses prospective employees' knowledge, values and beliefs regarding the environment [4]. Messages in recruitment must also include environmental criteria [7]. During the job analysis stage, job descriptions and specifications should highlight environmental aspects and green performance and explain what is expected from future "green" employees [7]. However, Wehrmeyer (1996) in [12] recommends a series of actions that organizations can take to develop their GHRM by means of environmentally friendly recruitment and selection (GRS).

Green Rewards and Compensation

By giving appreciation to employees who are serious about helping in environmental conservation efforts, we can strengthen the organization's mission to be greener [12]. By giving appreciation to employees who are serious about helping in environmental conservation efforts, we can strengthen the organization's mission to be greener. There are various ways to reward those who have gained important knowledge in environmental conservation. These prizes can be cash prizes, bonuses or premiums. Or it could also be non-monetary gifts such as leave and other gifts. This reinforcement can also take the form of rewards based on recognition, such as special dinners, publicity or other external recognition, words of praise and plaques can be a powerful way to show that this commitment was not in vain.

As a next step, organizations can leverage the use of green reward management by linking participation in green efforts with career advancement or promotion, providing stimulus aimed at stimulating actions that preserve the environment such as recycling and waste handling [4] in [2]. Furthermore, this can be encouraged to stimulate some level of creativity in sharing innovative green ideas related to the role of each individual [2].

Hypothesis

The hypothesis proposed is as follows:



- a. Green recruitment has a positive and significant effect on the green performance of employees at the Governor's Office of West Sulawesi Province.
- b. Green Compensation has a positive and significant effect on the green performance of employees at the Governor's Office of West Sulawesi Province.

RESEARCH METHODS

The type of research used in this research is quantitative descriptive research. The population in this study were 135 employees or employees at the Governor's Office of West Sulawesi Province. The sample in this study used the Slovin formula so that the sample obtained was 57 people

The type of data in this research is quantitative data. The data source in this research is primary data. The data collection technique in this research is by questionnaire. The data analysis techniques in this research are using validity, reliability, classical assumption tests (normality, multicollinearity and heteroscedasticity tests), multiple linear regression, determination tests, simultaneous tests and partial tests using the *Statistical Product and Services Solutions* (SPSS) 25 tool.

RESEARCH RESULTS AND DISCUSSION

Research result

Table 1. Test Results

	t	Sig.	F	Sig.
Green Recruitment	3.930	0.000	76.336	0.000
Green Compensation	6.634	0.000		
R	0.859			
R Square	0.739			

From the table above, there is an R number of 0.885 which shows that the relationship between green performance and the two independent variables is very strong, because it is in the very strong definition , the number is between 0.801 – 1 . Meanwhile, the R square value of 0, 739 or 73.9 % indicates that the green employee performance variable can be explained by the green recruitment and green compensation variables of 73.9 % while the remaining 26.1 % is another variable outside the research variables.



In the simultaneous test , the significance level is smaller than 0.05, so it can be said that green recruitment and green compensation simultaneously (together) have influence on green performance , with a significance probability of 0.000.

Based on the table above, it can be seen that the partial testing of the green recruitment and green compensation variables has a significance level of $0.000 < 0.05$ respectively and the coefficient value is positive. H1 and H2 are accepted. So it can be said that partially green recruitment and green compensation have a positive and significant effect on green performance.

DISCUSSION

The Influence of Green Recruitment on Green Performance

The test results show that green performance is influenced positively and significantly by green recruitment . The better the green recruitment carried out by the West Sulawesi Governor's office staff, the higher the green performance.

Every organization must realize that an environmentally centered selection and recruitment process is a must. Therefore, the main task of an organization is to create and highlight its reputation in terms of the environment, to attract talents who care about environmental issues. This organization must go green, so that it becomes a way to attract new employees who are environmentally sensitive and show that the organization pays attention to the environment

In developing employees who care about the environment, Hussain (2017) is relevant in offering a dual method. The first alternative leads to employee development through the procurement of environmentally friendly labor, a strategy that establishes harmonious interaction with the environment. The second alternative is to carry out environmental protection efforts through knowledge, training and education, a step forward to strengthen the environmental commitment of existing employees. The first alternative is considered economical and comparable to the value it offers and is more proactive compared to the second alternative. The first option is more used by companies in carrying out environmentally oriented labor procurement and selection tasks. Understanding recruitment and selection enables companies to integrate their environmental governance strategies and policies in the employee procurement and selection process.

This research is in line with the study of [2] which shows that sustainable environmental performance is positively and significantly influenced by Green. This research is also supported by the results of [7] study, which revealed that turnover intention was negatively influenced by Green Recruitment.



The Effect of Green Compensation on Green Performance

The results of the hypothesis test show that green performance is influenced positively and significantly by green compensation . The better the green compensation carried out by the West Sulawesi Governor's office staff, the higher the green performance . By giving appreciation to employees who are serious about helping in environmental conservation efforts, we can strengthen the organization's mission to be greener. There are various ways to reward those who have gained important knowledge in environmental conservation. These prizes can be cash prizes, bonuses or premiums. Or it could also be non-monetary gifts such as leave and other gifts. This reinforcement can also take the form of rewards based on recognition, such as special dinners, publicity or other external recognition, words of praise and plaques can be a powerful way to show that this commitment was not in vain.

As a next step, organizations can leverage the use of green reward management by linking participation in green efforts with career advancement or promotion, providing stimulus aimed at stimulating actions that preserve the environment such as recycling and waste handling ([4], [12]). Furthermore, this can be encouraged to stimulate some level of creativity in sharing innovative green ideas related to the role of each individual [2]

This research is in line with the study of [2] which shows that sustainability-oriented environmental performance variables are positively and significantly influenced by compensation. Apart from that, this research is also supported by the results of research by [1], which revealed that HRM in MSMEs is carried out in an organized manner, starting from the recruitment, selection, training and development process, performance evaluation, awards, job descriptions, to workforce management. , all based on the green concept.

CONCLUSIONS

conclusion from study This is as following:

- a. Green performance is significantly positively influenced by green recruitment . The better the green recruitment The staffing carried out by the South Sulawesi Governor's office means the higher the green performance .
- b. Green performance is significantly positively influenced by green compensation . The better the green compensation carried out by the South Sulawesi Governor's office staff, the higher the green performance



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