

The effect of green recruitment and selection, green training, and green intellectual capital on employee performance in Indonesia

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ABSTRACT

The purpose of this research is to investigate the influence of green recruitment and selection, green training, and green intellectual capital on employee performance in Yogyakarta, Indonesia. The data collection method used in this research is to look for observation, interviews, and the distribution of questionnaires. Structural Equation Modeling is used to be an analysis method with SmartPLS assistance. Within the SEM model, this research predominantly employs the Partial Least Squares (PLS) technique, a component-based or variance-based structural equation modeling approach. PLS enables the testing of theories or theory development for predictive purposes based on experimental results. Based on the results of this study, green recruitment and selection have a significant and positive impact on employee performance. However, green training does not have any statistically significant positive effect on employee performance in the same region. On the other hand, green intellectual capital shows a significant and positive influence on employee performance. These results contribute to understanding the relationship between green human resource practices and employee performance.

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1. Introduction

Environmental issues have become a major topic of discussion among governments, investors, and consumers. Increased alertness of environmental management and preservation occurs in the business world, especially for companies that produce waste (Nayenggita et al., 2019). Yogyakarta Special Region, Indonesia, for example, is ranked 12th in the province with the most paper waste in Indonesia, reaching 202.36 thousand tons in 2022 (Kehutanan, 2022; Saputra & Fauzi, 2022). Paper waste, even though it can decompose with soil, requires sorting to prevent negative impacts on climate change (Juniartini, 2020). Efforts to overcome environmental problems involve the green concept, including paperless actions in business to reduce paper use (Pendi & Mon, 2022). Green Human Resource Management (GHRM) and green recruitment and selection (GRS) are the focus in influencing employee green behavior. There is research that shows the positive impact of the work environment on employee performance (EP), which is the key to job success (Darmadi, 2020). There is a research gap regarding the influence of GRS, where the implementation of environmentally friendly recruitment practices does not always create a sustainable organizational culture (Suwanto & Subyantoro, 2019). After the recruitment stage, training such as green training (GT) becomes an important factor in improving EP (Mahfud & Affandi, 2022; Pendi & Mon, 2022). Green intellectual capital (GIC) also plays a role, but the condition of company resources and effective integration into employees' work roles influences its impact on actual performance (Ali et al., 2021; Yong et al., 2016). With the differences in research results, the research gap related to GIC and EP remains the focus of research.

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2. Literature Review And Hypothesis Development

Recruitment, or the process of searching for, selecting, and hiring the best candidates, is a crucial step in human resource management (Govand & Surarchith, 2015). It involves a series of activities, from checking job requirements to creating contracts and coordinating new employees (Khan & Abdullah, 2019; Khan et al., 2019). Amid increasing awareness of environmental issues, GRS has emerged as a solution, by selecting individuals who are sensitive to environmental issues (Pham & Paillé, 2020). GT is the next stage, where continuous training is created to improve employee alertness and skills regarding environmental issues (Srivastava & Shree, 2018). Furthermore, the result of the GRS and GT processes is GIC, which includes knowledge, competence, and innovation related to the environment (Marco-Lajara, Zaragoza Sáez, et al., 2022). GIC encourages environmentally friendly product innovation, following environmental protection and sustainability regulations (Josephine et al., 2020). With good implementation, it is hoped that companies can achieve optimal EP, increase productivity, and achieve company goals (Darmadi, 2020; Pradana, 2022). EP is measured based on qualitative and quantitative output that follows organizational responsibilities and standards (Rodriguez & Walters, 2017; Wahyudi, 2019). In this context, performance not only reflects work results but also the employee's ability to carry out tasks by established standards (Diamantidis & Chatzoglou, 2019).

2.1 The Influence of GRS on EP

The percentage of GRS is very small in improving EP (Kuria & Mose, 2019), but this cannot cover the fact that GRS can improve EP (Chaudhary, 2020), this must be balanced with skills actual employees (Saputro & Nawangsari, 2021), so that when recruiting employees, attention must be paid to their skills, not just campaigning for green recruitment (Samola, 2022), so emphasizing green recruitment must be in line with the main objectives of the Sustainable Development Goal (SDG'S) (Liu et al., 2022), where prospective employees must minimize the use of non-environmentally friendly materials as much as possible in expressing their skills and showing other creativity (Alshubiri & Alraja, 2022), as a result, this can have a positive impact on worker performance when prospective employees is accepted by the company (Tsymbaliuk et al., 2023). Based on descriptions from previous researchers regarding the influence of GRS on EP, the hypotheses that can be proposed are:

H₁: *GRS has a positive effect on EP.*

2.2 The Effect of GT on EP

Employees are more likely to be given skills-based training in the GT process (Saeed et al., 2019), so employees can express their skills well when carrying out GT (Xie et al., 2020), where GT is oriented toward organized and Prioritizing the use of technology rather than conventional use such as paper, plastic or other materials can make employees understand more about the knowledge gained during training (Hameed et al., 2020), so employees can easily improve their performance from the knowledge gained during training. training (Yong et al., 2020), apart from that, GT, such as organized training that uses technology to explain a concept, can easily train employees because the use of appropriate technology will easily provide an overview concept to employees who are being trained (Hastuti & Muafi, 2022), as a result, the use of paper or other materials for demonstration or explanation purposes is no longer or should be abandoned because the use of conventional materials in training will only make the training take longer and consumes more energy than implementing technology, therefore, GT can have a positive impact on EP (Li et al., 2023). Based on descriptions from previous researchers regarding the influence of GRS on EP, the hypotheses that can be proposed are:

H₂: *GT has a positive effect on EP.*

2.3 The Influence of GIC on EP

It is very important to get employees who have GIC, which can become an asset for a firm (Yusoff et al., 2019), so that GIC has a big influence on EP (Yong et al., 2019), because with GIC, employees can easily understand effective applications in solving problems (Juliando & Saputra, 2023), because the wisdom of employees who have high GIC are able to wisely determine what must be done while carrying out their work (Rehman et al., 2021), As a result, in green intelligence an employee is able to have high creativity in carrying out their duties (Marco-Lajara, Marco-Lajara, B., Zaragoza-Sáez, et al., 2022), So it is very important to pay attention to employees' green knowledge which benefits the company because the work performance of employees who are high in green intelligence can be creative in providing solutions and innovations (Marco-Lajara et al., 2023), o the extent that employees' green intelligence can have a positive impact on performance. employees for the various solutions provided (Asiaei et al., 2023). Based on descriptions from previous researchers regarding the influence of GRS on EP, the hypotheses that can be put forward are:

H₃: *GIC has a positive effect on EP.*

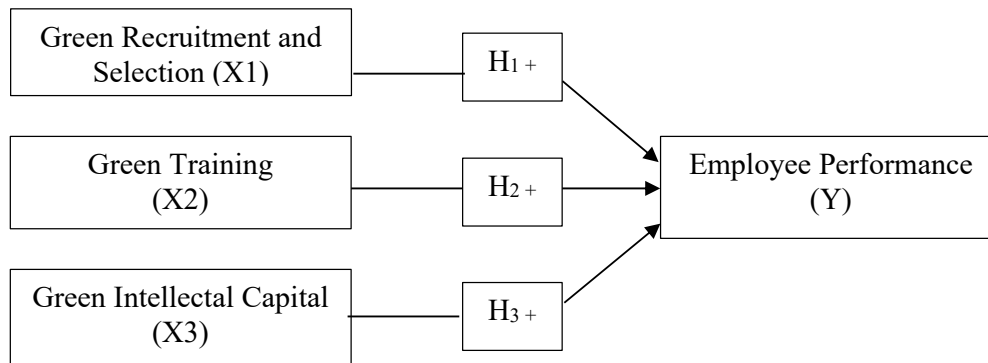


Fig. 1. Research Model

3. Research Methodology

This research model was adopted by Jeruto (2017) for the GRS variable, the GT variable was adopted by Joshi & Dhar (2020), meanwhile, the GIC variable was adopted by Marco-Lajara (2022), and the dependent variable performance was from Guerci (Guerci et al., 2016). This research investigates the relationship between three independent variables, namely GRS, GT, and GIC, with one dependent variable, namely EP. Likert with 5 scales is used to measure all twenty-six questionnaire items.

Population is an environment that has various individuals with the same characteristics (Creswell, 2009). The population used in this research is general employees in Yogyakarta, Indonesia with a total of 2.34 thousand employees. The sample in this research was carried out using cluster sampling type, where the clustering referred to focuses on Yogyakarta, Indonesia which consists of; (1) Bantul Regency; (2) Gunungkidul Regency; (3) Kulon Progo Regency; (4) Sleman Regency; and (5) Yogyakarta City. Sampling technique used to simplify the sample used for research, so Lwanga formulation is used as sampling technique (Lwanga & Lemeshow, 1991), where the proportion used is 20% and the absolute precision or error value of 10% which can be used using the following mathematical equation.

$$n = \frac{(Z)^2 p \times q}{e^2} = \frac{(1,65)^2 \times 0,2 \times 0,8}{0,1^2} = 43,56$$

Based on the equation used, it is known that Z is the normal standard in the Z table, p is the probability of the population outside the sample, q is the probability of the population in the sample used, and e is the error rate. Based on the calculated Lwanga sampling method, it can be seen that the minimum sample used in this research was 43.56 or 44 general employees in each Yogyakarta, Indonesia cluster. So the total number of respondents obtained in Yogyakarta, Indonesia was 255 respondents in total using Google Forms as a medium to help obtain data from respondents. In detail, Table 1 is a source of primary and secondary data.

Table 1

Primary and Secondary Data Sources Used

Data	Data Type	Data Source
Data on Waste Composition in Yogyakarta, Indonesia	Secondary	Information on the types of waste in Yogyakarta, Indonesia and the amount.
Employee Profile at Yogyakarta, Indonesia	Secondary	Information on employee profiles in Yogyakarta, Indonesia which includes gender, age, length of service and latest education.
GRS Data	Primary	Research questionnaire on GRS that has been carried out by employees in Yogyakarta, Indonesia in worker recruitment.
GT Data	Primary	Research questionnaire about green training that has been carried out by employees in Yogyakarta, Indonesia in their worker training.
GIC Data	Primary	Research questionnaire on GIC owned by employees working in Yogyakarta, Indonesia.

3.1 Data Analysis technique

This research analyzes data using the Structural Model test, distinguishing between the inner structural model and the outer structural model based on the PLS (Partial Least Squares) technique as explained by Plonsky (2017). The structural model links latent variables, divided into exogenous variables and endogenous variables, while the measurement model links indicator variables to latent variables. Next, the Goodness of Fit (GOF) test was carried out using the R-square (R^2) value in the inner model, with an R^2 value of more than 0.7 which was categorized as strong. After that, a hypothesis test was carried out as the final stage of research (Kumari et al., 2023), focusing on the decisions that must be taken based on the Tstatistics and

Pstatistics values. Decisions are made based on a comparison of Tstatistics with Ttable, and Pstatistics of less than 0.05 indicates that there is an average difference or influence between the independent and dependent variables, by the t-test method (Mentch & Hooker, 2016; Schönbrodt et al., 2017).

4. Research Result

4.1 Descriptive Analysis of Respondents

Table 2

Respondent Data

Variables	Number (<i>n</i>)	Precent (%)
Gender		
Male	154	60.4
Female	101	39.6
Age		
18-22 Years Old	39	15.3
23-27 Years Old	183	71.8
27-31 Years Old	20	7.8
31-35 Years Old	8	3.1
36 Years Old >	5	2.0
Last Education		
Elementary School	1	0.39
Junior high school	0	0.00
Senior High School	57	22.35
Diploma	186	72.94
Postgraduate	11	4.31
Area		
Bantul City	50	19.61
Gunungkidul City	47	18.43
Kulon Progo City	46	18.04
Sleman City	50	19.61
Yogyakarta City	62	24.31

Information on the characteristics of respondents used and obtained in this research includes gender, age, length of work, education, and region. The sample used in this research was 255 respondents, dominated by 60.4% men, aged 23-27 years, namely 71.8, the average employee was a Diploma/S1 graduate, numbering 186 or 72.94%, and the average - the average employee comes from the city of Yogyakarta, namely 24.31%. Then, after knowing the respondent information used, this research carried out a validity test using the Convergent Validity test, the results of which can be seen in Table 3.

Table 3

Results of the Convergent Validity Test

Variable	Questionnaire Statement	Mean	Outer-ings	Load-
GRS_X1	X1.1 State corporations have green job descriptions for employees.	4.590**	0.750	
	X1.2 Employee recruitment in my company involves people who are 'green aware' (aware of environmentally friendly things).	4.461	0.823	
	X1.3 There is a 'green employer' branding or environmentally friendly employer in my company.	4.418	0.800	
	X1.4 My company has introduced green aspects (environmentally friendly aspects) in the production process.	4.348	0.801	
	X1.5 I have the urge to use green criteria when applying for jobs.	4.301*	0.787	
	X1.6 The company has a full department or section that handles GHRM (Green Human Resource Management).	4.309	0.767	
	X1.7 The company has policies related to environmental sustainability.	4.312	0.835	
GT_X2	X2.1 I received a sufficient quantity of training regarding environmental issues.	4.277*	0.860	
	X2.2 I had the chance to receive training on environmental issues.	4.324	0.848	
	X2.3 I often receive environmental training.	4.316	0.833	
	X2.4 I use environmental training effectively.	4.285	0.920	
	X2.5 I have had many chance to use environmental training.	4.297	0.787	
	X2.6 There is satisfactory evaluation of EP after environmental training.	4.344**	0.854	
GIC_X3	X3.1 I have the knowledge and skills to protect the environment.	4.383	0.727	
	X3.2 I work together in working groups to solve environmental problems.	4.344*	0.797	
	X3.3 I work closely with suppliers to protect the environment.	4.352	0.772	
	X3.4 I work closely with customers/distributors to protect the environment.	4.371	0.727	
	X3.5 I utilize the facilities provided by the company to protect the environment.	4.418**	0.770	
EP_Y	Y.1 I have management that seems to pay attention to the needs of other employees.	4.344*	0.860	
	Y.2 I treat other employees well.	4.500	0.771	
	Y.3 My colleagues have heard many good things about me.	4.445	0.792	
	Y.4 I maintain high standards in the treatment of fellow employees.	4.461	0.800	
	Y.5 I have excellent leadership.	4.457	0.732	
	Y.6 I meet the standards of a good employee.	4.508**	0.774	

*Lowest Value

** Highest Value

Based on the obtained questionnaire validity test results which available on Table 3, it displayed all the questionnaire items used are convergently valid because the outer loadings score obtained is above 0.50. Then, the average variance extracted (AVE), which is the overall validity result for each variable, which can be seen in Table 4.

Table 4

Average Variance Extracted (AVE) Results

Variable	Average Variance Extracted (AVE)
GRS (X1)	0.632
GT (X2)	0.724
GIC (X3)	0.567
EP (Y)	0.623

The AVE on Table 4 shows value for all the variables used to obtain a value above 0.5, so it can be concluded that all the variables used in this research are valid. Then, after knowing the instrument validity, the next step is to carry out a reliability test to find out reliability by Cronbach's Alpha and Composite Reliability tests, the results of which can be seen in Table 5.

Table 5

Cronbach's Alpha and Composite Reliability Results

Variable	Cronbach's Alpha	Composite Reliability	Description
GRS (X1)	0.903	0.904	Reliable
GT (X2)	0.923	0.929	Reliable
GIC (X3)	0.872	0.875	Reliable
EP (Y)	0.879	0.885	Reliable

Based on Table 5, shows that the Cronbach's Alpha also Composite Reliability of all the variables used in this research are above 0.5, so the reliability of all the variables used is good. Based on Darma (Darma, 2021) results of the reliability test for Cronbach's Alpha will be better if it is close to 1, and the minimum limit for a questionnaire to be declared reliable is 0.5. So the reliability obtained for all questionnaire variables used has reliability that can be said to be good.

Table 6

Discriminant Validity Results

Variable	GRS (X1)	GT (X2)	GIC (X3)	EP (Y)
GRS (X1)	0.795			
GT (X2)	0.773	0.851		
GIC (X3)	0.803	0.831	0.753	
EP (Y)	0.756	0.713	0.861	0.789

Based on Table 6, shows that the discriminant validity value is the square of the AVE value so that a variable can meet the discriminant validity criteria if the Fornell Larcker Criterion value is greater than the AVE value. So it can be seen that all the variables used meet the discriminant validity criteria. Then, after knowing the inner and outer models in this research, the model fit test was carried out using the goodness of fit (GoF) test, where the GoF results can be seen in Table 7.

Table 7

Goodness-of-Fit Measures Test Results

Indicator	Result	Criteria
SRMR	0.085	acceptable if ≤ 0.1
d_ ULS	2.167	acceptable if ≥ 0.95
d_ G	1.545	acceptable if $P \geq 0.05$
Chi-Square	207.142	close to zero
NFI	0.672	acceptable if ≥ 0.90

Based on Table 7, shows that there are three indicators used in the Goodness-of-Fit Measures test, namely Standardized Root Mean Square Residual (SRMR), d_ ULS, and d_ G. The SRMR obtained is 0.085, so the fit model is suitable because the value is ≤ 0.1 . Furthermore, the d_ ULS value obtained is 2.167, so the fit model is suitable because the value is ≥ 0.95 . Then the d_ G value obtained is 1.545, so the fit model is suitable because the value is ≥ 0.05 .

Table 8

R-Square Test Results

Variable	R-Square
EP	0.715

Darma, (2021) states that obtaining an R-Square value of 0.19 will indicate a weak value, if you obtain a value of 0.33 it will indicate a moderate value, but if the value is above 0.67 it will indicate a strong value. Based on Table 4.8, shows that the R-Square value obtained for the EP variable is 0.715, so it can be stated that the R-Square value is in the strong category because the value is more than 0.67. So the independent variable used in this research has a strong relationship with the dependent variable. The hypothesis test used in this research aims to answer the research objectives, where hypothesis testing is carried out partially between the independent variable and the dependent variable using SmartPLS version 4.0. The results of the hypothesis tests carried out can be seen in Table 9.

Table 9
Hypothesis Test Results

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
GRS X1 → EP Y	0.350	0.362	0.095	3.694	0.000
GT X2 → EP Y	0.098	0.094	0.081	1.209	0.227
GIC X3 → EP Y	0.459	0.452	0.083	5.541	0.000

Based on Table 9, shows that the first hypothesis test obtained a t value of 5.541 and a p-value of 0.000 so the GIC hypothesis on EP was accepted and significant because the t value (5.541) > t table (1.960) and the p-value (0.000) < 0.05; the second hypothesis gets a t value of 3.694 and a p-value of 0.000, so the GRS hypothesis on EP is rejected and is not significant because the t value (3.694) > t table (1.960) and the p-value (0.000) < 0.05; The third hypothesis results in a t value of 1.209 and a p-value of 0.227, so the GT hypothesis on EP is accepted and significant because the t value (1.209) < t table (1.960) and the p-value (0.22) < 0.05.

4.2 Path Coefficients T Values

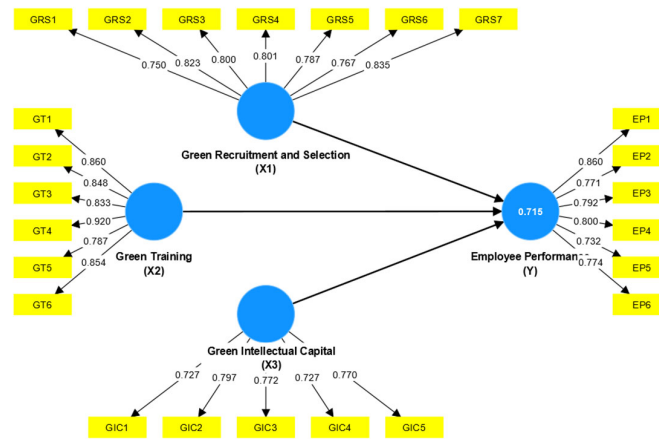


Fig. 2. Path Coefficients T Values

5 Discussion

5.1 GRS Has a Positive and Significant Influence on EP

Based on the descriptive finding in this research, it can be seen in the results of statement X1.1 that State corporations have descriptions of green jobs for employees, this statement item has the highest average value. This statement shows that institutions or companies have special duties for employees related to the environment. Where each employee has their duties and responsibilities towards the environment. Which can provide more value to the employee's performance.

The company's recruitment plan and its effectiveness runs a critical part in decision-making because this is the company's main investment (Sangeetha, 2010). Companies need employee knowledge and skills to find out to what extent these employees can work optimally and contribute according to company expectations. If employees work according to their skills, they will love their work and improve the quality of their work to a higher level so that they can improve work performance (Sinaga & Nawangsari, 2019). Environmentally responsible recruitment and selection is a substantial element in environmentally responsible human resource management practices. Effective implementation of environmentally friendly recruitment and selection skills is an important part of the entry point of human resource management of an organization. Therefore, recruiting and selecting employees who focus on green and environmental aspects is the culmination of an organization's employee commitment to environmental ethics and performance (Masri & Jaaron, 2017).

The main fact is that environmentally friendly recruitment and selection can control overall EP over a long period as well as overall performance (Bangura, 2022). His assessment aims to reduce waste and environmental damage, which can help increase environmental awareness and overall EP (Sari-Aytekin, 2021). Environmentally friendly recruitment and selection is considered an attractive process and recruits candidates who have environmentally friendly technology values (Diri & Elisha, 2021). Environmentally friendly recruitment and selection to maintain effective environmental management in the organization. Apart from that, green-based selection of prospective employees will have a positive impact on future worker performance because selected employees can be given green employer branding, so this will have a direct impact on the worker's performance (Rawashdeh, 2018).

4.1 GT Has a Negative Influence on EP

As indicated by the lowest acquisition from the questionnaire distribution, it is found in X2.5: I have many opportunities to use environmental training. Based on statement X2.5, it shows that employees are given fewer direct opportunities to use environmental training. This is because training can only be attended by a select few who hold important positions within a company. Additionally, training sessions are sometimes scheduled simultaneously with their working hours, causing employees to prioritize their work over training. Green-based training does not impact EP, whereas employees at Yogyakarta, Indonesia, always take part in green-based training but do not experience a direct impact on EP (Saputra et al., 2024). Apart from that, the evaluation results obtained by employees during green-based training are not very detailed, so employees cannot improve their performance to the maximum, so GT can't have a direct impact on EP (Rawashdeh, 2018). In general, environmentally friendly training helps prepare diverse and multi-talented employees by increasing the knowledge, competencies, and skills needed for innovation and this can improve organizational performance (Sheeba & Christopher, 2020). Preparing ingrained information and abilities in workers, which are imperative for accomplishing different organizational objectives and targets including improving performance (Amankwah & Amoah, 2017). A study by Hammoud & Osborne (2017), confirms that GT increases green awareness, environmentally friendly skills, environmentally friendly behavior, environmentally friendly attitudes, environmentally friendly knowledge, and environmentally friendly abilities, which is important in promoting the need for the environment. Based on research conducted by Elsayed & Abuelhassan (2020), it was found and stated that employee GT does not completely influence EP but only influences career advancement because they have fulfilled the requirements to continue a higher career. This was also explained by Han et al. (2019), who found that GT did not partially influence EP. EP must be simultaneously improved by other variables. GT can certainly improve EP, but this certainly takes a very long time and must be carried out regularly, it would be better if GT was combined with other variables simultaneously that support EP (Xie et al., 2020).

4.2 GIC has a Positive and Significant Influence on EP

Based on the descriptive finding in this research, it can be seen in the results of statement X3.4 that I utilize the facilities provided by the company to protect the environment, this statement item has the highest average value. This statement illustrates that green knowledge is important for improving EP. The enhanced level of knowledge, resulting performance will also be higher (Gupitasari, 2019). Therefore, GIC represents an important part of successful organizational performance, because employee knowledge and skills are very important to overcome the environmental challenges faced by organizations (Wang, 2021).

GIC is an intangible resource claimed by representatives to pick up a competitive advantage. It moreover comprises information, potential, and capacities (Omar et al., 2017). Based on Chen (2008), GIC is distinct as the total of knowledge to utilize the process of implementing environmental management for aggressive advantage. Apart from that, it is also used to build and create organizational value. Human aptitudes are intangible resources that workers have, such as information, abilities, inventiveness, and commitment to economical execution (Malik et al., 2020). Human resources aid employees enhance a competitive advantage in the workplace. By paying attention to resources, an employee can increase productivity, and performance, reduce the waste of natural resources and contribute to sustainable performance.

For companies, it is very important to pay attention to the GIC owned by their resources, because this will directly influence EP. The intellectual level of employees owned by a company will of course be different, depending on the situation of the employees at Yogyakarta, Indonesia. The high intellectual capital of employees can be seen from the employee's tendency to protect the environment, so the level of GIC owned by these employees will be high (M. Y. Yusliza et al., 2020). So, the higher the GIC, the higher employee effectiveness will be because many modern innovations will emerge, which will have a direct impact on EP (Lajara & Saez, 2022).

6. Conclusion

Based on the comes about and discourse of the investigate gotten in this think about, the analysts can draw a few conclusions, specifically that GRS features a noteworthy and positive impact on EP at Yogyakarta, Indonesia GT does not have a noteworthy and positive impact on EP at Yogyakarta, Indonesia and GIC have a noteworthy and positive impact on EP at Yogyakarta, Indonesia. Based on the analysis results, it can be seen that the distribution of the questionnaire on statement X2.5: I have many chances to use environmental training, has a low average. This shows that not all employees at Yogyakarta, Indonesia are included in GT, so all employees should be properly involved in GT to improve EP.

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