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The Role of Green Human Resource Management: Analysis of Organizational Culture, Innovation and Leadership

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Abstract: Literature review research on the role of green human resource management: Analysis of organizational culture, innovation and leadership is a scientific literature article in the scope of human resource management science. The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The approach used in this study is descriptive qualitative. The data collection technique is using literature studies or based on relevant previous research. The data used in this descriptive qualitative approach comes from previous research that is relevant to this study and is sourced from academic online media such as the Scopus Elsevier Journal, Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. The results of this literature review include: 1) Organizational Culture plays a role in green human resource management; 2) Innovation plays a role in green human resource management; and 3) Leadership plays a role in green human resource management.

Keyword: Ogranization culture, innovation, leadership

INTRODUCTION

The growing global awareness of climate change's harmful effects, environmental deterioration, and the critical need to embrace more sustainable business practices. To address these difficulties, businesses must not only adopt green technologies, but also incorporate sustainability concepts into all aspects of their operations, including human resource management. Green Human Resource Management has arisen as a strategic strategy that integrates human resource management and sustainability objectives. GHRM refers to a collection of procedures intended to reduce the environmental impact of a company's activities while increasing positive contributions to sustainability goals. Despite the great potential

benefits of GHRM, adoption is frequently delayed by complicated internal issues such as corporate culture, innovation, and leadership.

According to [1], the Indonesian government has provided significant funding for the green industry. The incentive policy aims to reduce carbon emissions by 15 million tons of CO2. In addition to offering incentives, the government has implemented a variety of strategies to promote green innovation, including tax cuts for business actors/investors.

Table 1. Green investment value data of several southeast asian countries in 2023 ($us dollar) (data processed, 2024)

Numb.	Country	Green Investment Nominal
1	Singapore	913 million
2	Philippines	1,46 billion
3	Indonesia	1,59 billion
4	Malaysia	1,03 billion
5	Thailand	393 million
6	Vietnam	199 million

Based on table 1 above, several countries in Southeast Asia in 2023 disbursed quite large green investment funds. The country that made the largest green investment was Indonesia at 1.59 billion USD, then the Philippines at 1.46 billion USD and finally Vietnam with an investment value of 199 million USD. With the large nominal green investment made by the government, it is an opportunity for each industry to implement green human resource management, which is the main factor in determining organizational success and competitive advantage.

GHRM's success is heavily influenced by its organizational culture. A culture that prioritizes sustainability can help implement green practices in HR management. A culture that prioritizes environmental responsibility can impact a company's green recruitment, training programs, and performance evaluations for sustainability goals. However, if the organizational culture does not promote sustainability, GHRM implementation may be impeded, resulting in low employee engagement and commitment. GHRM values innovation, whether in products, processes, or business models. Sustainability-focused product innovation can help with green recruitment by attracting applicants concerned about environmental issues. Process innovation enables businesses to implement more efficient and environmentally friendly working techniques, which can be integrated into staff training and development programs. Business model innovation develops an incentive system that encourages employees to contribute to green initiatives. Furthermore, collaboration and collaborations with third parties, such as suppliers and business partners, improve GHRM practices by enabling organizations to share sustainability expertise and resources.

Leadership is also an important component in GHRM implementation. Leaders with a clear vision and strategy for sustainability will be able to guide their organizations toward green practices. Effective communication from executives about sustainability promotes green ideals throughout the organization and guarantees employee understanding and support for sustainability goals. Environmentally responsible decision-making, as well as leaders' abilities to encourage and inspire people, have a significant impact on their participation in green activities. Leadership integrity and ethics foster trust and dedication to green initiatives, ensuring consistency in implementing sustainability values. This essay will examine how these three factors organizational culture, innovation, and leadership interact and influence the success of GHRM in promoting sustainability. A thorough understanding of the link between these aspects is required to identify difficulties and possibilities in GHRM implementation, as

well as to develop strategies that can help a company contribute more to global sustainability goals.

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Does organizational culture play a role in green human resource management?; 2) Does innovation play a role in green human resource management?; and 3) Does leadership play a role in green human resource management?.

METHODS

The approach used in this research is descriptive qualitative. Where to analyze research -previous studies relevant to this study, with the aim of obtaining and developing hypotheses, which can be used for further research. The data used in this study were obtained from academic media, reputable journals, and academic platforms such as Scopus Elsevier, Emerald, Sage, WoS, DOAJ, EBSCO, SINTA and GARUDA journals. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and examined to provide answers to specific research questions. When conducting qualitative analysis, it is essential to apply the literature review consistently in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly conducted for this purpose, [2].

RESULTS AND DISCUSSION

The following are research results that take into account the context and formulation of the problem:

Green Human Resource Management (GHRM) is a method of human resource management that prioritizes environmentally friendly and sustainable activities. The purpose of GHRM is to incorporate environmental policy into all aspects of human resource management, including recruiting, training, performance reviews, and incentive systems. Organizations use GHRM to choose environmentally conscious individuals, provide training on environmentally friendly practices, and evaluate employee performance based on their contributions to green initiatives [3].

Dimensions or indicators that include the Green Human Resource Management variable include: 1) Green Recruitment: A procedure that focuses on prospective employees' awareness and dedication to environmental issues. This involves including sustainability criteria into job descriptions and evaluating individuals based on their environmental understanding; 2) Green Training and Development: Training programs that aim to improve employees' knowledge and abilities in green practices and sustainability. This includes training on waste management, energy efficiency, and green workplace practices; 3) Green Performance Appraisal: An review of employees' contributions to the company's green initiatives. This entails evaluating performance based on sustainability and environmental impact indicators; 4) Green Rewards Management: A reward system that offers rewards to employees who participate in environmental activities. Employees that display leadership in green projects will get incentives, honors, and recognition; and 5) Employee Involvement in Green Initiatives: Active participation of employees in company-sponsored environmental programs and projects. This involves taking part in environmental awareness initiatives and volunteer activities that promote sustainability [4].

Green Human Resource Management is relevant to previous research that has been studied by: [5], [6], [7].

Organizational culture refers to the values, beliefs, conventions, and practices that members of an organization share, which influence how they behave, make decisions, and interact. Organizational culture is influenced by the company's history, leadership, rules, and

working environment. An organization that promotes innovation and creativity encourages experimentation and learning from mistakes [8].

Dimensions or indicators that include the Organizational Culture variable include: 1) Beliefs: Organizational and employee-held core beliefs that influence behavior and decision-making. The values of an organization shape its culture and reflect its priorities; 2) Norms and Ethics: The standards of behavior expected of employees, which reflect the organization's ideals and values. These standards and ethics govern how employees engage with one another and with external stakeholders; 3) Rituals and Symbols: Routine activities and symbols utilized to promote the organizational culture. These include rituals, company activities, and symbols that represent the organization's identity; 4) Communication and Interaction Patterns: The ways in which employees and management communicate and interact. This encompasses formal and informal communication routes, as well as how information is disseminated inside the business; and 5) Work Environment: The physical and psychological climate of the workplace that influences employee well-being and productivity. A nice working atmosphere can boost employee motivation and performance [9].

Organizational Culture is relevant to previous research that has been studied by: [10], [11], [12].

Innovation is the process of creating new value by introducing ideas, goods, services, or processes that are novel or much superior than those that existed previously. Innovation can take many forms, including new products, upgrades to existing items, production method optimization, and changes to business structures. Innovation is critical to an organization's sustainability and growth, allowing it to remain competitive and relevant in a changing environment [9].

Dimensions or indicators that include the Innovation variable include: 1) Product Innovation: Creating new products or improving existing ones in order to provide new value to customers. This entails innovative techniques and research to create better or more efficient products; 2) Process Innovation: The enhancement or optimization of manufacturing or operational processes in order to maximize efficiency and effectiveness. Process innovation can cut costs, enhance quality, and accelerate production timelines; 3) Business Model Innovation: Changes in how an organization produces income and provides value to its consumers. This involves establishing innovative, more efficient, and sustainable business models; 4) Collaboration and Partnership: Working with external parties like as customers, suppliers, and business partners to generate new ideas. This partnership can speed up the creative process and introduce new views; and 5) Culture of Creativity: An environment that fosters experimentation and innovative thinking. A creative culture encourages employees to experiment and learn from their mistakes without fear of failure [13].

Innovation relevant to previous research that has been studied by: [14], [15], [16].

Leadership is the ability to persuade, motivate, and guide others to achieve common goals. Leaders set the organization's direction and strategy, as well as foster a work culture that encourages goal achievement. Leadership is more than just a job; it is also about initiative, sound decision-making, and motivation. Leadership styles range from authoritarian to democratic, and are suited to the organization's condition and needs. Effective leaders possess communication skills, empathy, and integrity. In the framework of GHRM, committed leadership on environmental and sustainability concerns motivates the entire organization to embrace green practices and accomplish sustainability objectives [17].

Dimensions or indicators that include the Leadership variable include: 1) Vision and Strategy: Leaders' capacity to express a clear vision and devise ways to realize it. This vision and strategy provide direction and purpose to the organization; 2) Communication: The capacity to clearly and effectively communicate information to employees and stakeholders. Good communication promotes transparency and trust; 3) Decision Making: The ability to

make sound decisions in a range of circumstances. This entails examining relevant information and weighing the implications of such judgments; 4) Motivation and Inspiration: The capacity to encourage and inspire colleagues to work toward common goals. Effective leaders may boost morale and passion within the team; and 5) Integrity and Ethics: Upholding high ethical standards in all acts and decisions. Leaders with integrity provide a good example for their staff and help the organization create a positive reputation [18].

Leadership is relevant to previous research that has been studied by: [19], [20], [21], [22].

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 2. Relevant previous research results

No	References	Differences with this article	Similarities with this article	Result
1.	[23]	-The difference with previous research is in other variables, namely compensation and benefits as independent variables.	-In this article, there are similarities in research on the Organizational Culture variable as an independent variable, and research on the Green HRM variable as a dependent variable.	-Compensation variables have an effect on Green HRM -Benefit variables have an effect on Green HRM -Organizational Culture variables have an effect on Green HRM
2.	[24]	-The difference with previous research is in the Process variable which is the independent variable, while in this research the Organizational Culture and Leadership variables are used as other independent variables.	-This article has similarities in research on innovation variables as independent variables, and research on Green HRM variables as dependent variables.	-Innovation variables have an effect on Green HRM -Process variables have an effect on Green HRM
3.	[25]	-The difference with previous research is that there are other independent variables, namely Transformational Leadership Characteristics as independent variables.	-This article has similarities in research on the Leadership variable as an independent variable, and research on the Green HRM variable as a dependent variable.	-Green Transformational Leadership variables have an effect on Green HRM -Transformational Leadership Characteristics variables have an effect on Green HRM

Based on the background of the problem, research objectives, problem formulation, indicators or dimensions and related previous research, the discussion of this literature research is as follows:

Organizational culture is critical in enabling and leading Green Human Resource Management (GHRM) initiatives. Organizational culture elements such as beliefs, norms and ethics, rituals and symbols, communication and interaction patterns, and the work environment all have an impact on various aspects of GHRM, including green recruitment, green training and development, green performance appraisal, green reward management, and employee participation in green initiatives.

An organization's human resource management strategy prioritizes environmental principles based on their beliefs. Companies that place a high value on sustainability and environmental responsibility are more likely to use green recruitment strategies. During the recruitment process, firms will seek for individuals who are environmentally conscious and committed to sustainable practices. Furthermore, these attitudes will shape how firms build employee training and development programs. Employees will support and actively participate in programs that focus on enhancing their knowledge and abilities in handling environmental challenges. Organizational culture norms and ethics guide acceptable and expected behaviors within the organization. Norms and ethics that promote sustainability will foster an environment in which green performance appraisals become an essential component of employee evaluations. Performance appraisals that include environmental indicators will motivate employees to become more involved in green efforts and ensure that their contributions to sustainability goals are acknowledged and rewarded. Furthermore, strong standards and ethics will stimulate the introduction of green reward management, which provides rewards and incentives to employees who contribute significantly to the company's green activities.

Rituals and symbols in organizational culture also contribute significantly to GHRM. Rituals such as World Environment Day celebrations and annual prizes for employees who contribute the most to green projects, as well as symbols such as green certificates or sustainability emblems, all assist to reinforce the organization's dedication to green practices. These rituals and symbols raise employee awareness and encourage them to become more active participants in green projects. Recognizing and celebrating sustainability achievements can increase employee pride and participation in environmental programs.

Communication and interaction patterns inside the organization influence how knowledge on green practices is distributed and received by employees. Open and open communication about environmental goals and efforts will help employees understand their role in attaining the organization's sustainability objectives. Good communication patterns also promote positive feedback and employee participation in environmental decision-making processes. This will boost employee participation in green efforts and guarantee that green training and development programs are effective at improving employee capabilities. A supportive work environment is also important in implementing GHRM. A work environment that encourages green behaviors, such as renewable energy consumption, effective waste management, and green office architecture, will make it easier to implement various green programs. Employees that work in a sustainable workplace are more likely to participate in environmental programs and follow the organization's green policies. Furthermore, a healthy work atmosphere promotes employee well-being, which boosts productivity and engagement in green efforts.

Overall, a strong and positive company culture is critical to the success and ease of implementation of Green Human Resource Management. Beliefs, norms, and ethics, rituals and symbols, communication and interaction patterns, and the work environment all have an impact on how green practices are integrated into HR management. Organizations may ensure

that green initiatives are not only properly implemented, but also accepted and supported by all employees by fostering a sustainable culture. This not only contributes to long-term sustainability goals, but also adds value to the company and its stakeholders.

Innovation is critical to advancing Green Human Resource Management (GHRM) practices and achieving company sustainability goals. Product innovation, for example, helps with green recruitment by producing and promoting sustainable products. Innovative, low-impact products attract environmentally conscious employees, aligning with sustainability aims. Furthermore, product innovation promotes green training and development by bringing new technologies that necessitate specialized skills, allowing training programs to include information on the use of green products and technology. Process innovation improves green training and development by introducing more efficient and environmentally friendly work approaches. These strategies can be incorporated into training programs to assist personnel in understanding and implementing sustainable operational practices. Furthermore, process innovation facilitates green performance assessment by offering new metrics that assess the efficiency and environmental effect of work processes. Employees that can apply these new methods will receive higher ratings, pushing them to consistently enhance their performance in a sustainable framework.

Business model innovation helps with green reward management by developing incentive systems that recognize and reward contributions to sustainability. Companies that use sustainability-oriented business models might create compensation programs that motivate staff to meet environmental goals and innovate at work. Employees are more likely to commit to green efforts and perform better when they get rewards based on their environmental achievements, such as bonuses or recognition. Collaboration and collaborations with third stakeholders, including as suppliers and consumers, boost employee participation in green initiatives. Companies can benefit from these agreements by gaining access to expertise and best practices from many industries, which enriches their environmental programs. Employees that participate in collaborative projects receive new perspectives and feel more connected in green activities, which increases their sense of responsibility for the company's sustainability.

A creative culture fosters innovation and the adoption of green practices. A culture that supports experimentation and creative thinking assists employees in developing new solutions to environmental problems. In the context of GHRM, a creative culture promotes green recruitment by attracting innovative individuals, as well as training and development by encouraging employees to learn and adapt to new technologies and practices. Performance appraisals that reward creativity and innovation increase employees' enthusiasm to contribute to green projects, whereas reward management that acknowledges unique ideas encourages employees to keep looking for new ways to support sustainability goals. Overall, innovation in goods, processes, business models, cooperation, and a creative culture all contribute significantly to the strength and support of Green Human Resource Management practices. Companies that encourage innovation not only meet environmental regulations, but also bring significant value to the firm, its employees, and stakeholders.

Effective leadership is critical for facilitating the implementation of Green Human Resource Management (GHRM) by influencing dimensions such as green recruitment, green training and development, green performance appraisal, green reward management, and employee participation in green initiatives. A strong leadership vision and plan for sustainability serves as the foundation for incorporating green ideas into all elements of GHRM. Leaders with a strong vision for sustainability will develop strategies that promote green practices, including green recruitment, which seeks people that share the company's sustainability principles. Effective communication from leaders is crucial for promoting sustainability values throughout the organization. Leaders that can clearly and inspiringly explain the value of green initiatives will ensure that their teams understand and support the

company's green aims. Good communication also promotes green training and development by ensuring that all employees receive effective knowledge and training materials on green practices.

When making decisions, executives who consider the environmental implications of each strategic choice will include green concepts into the organization's policies and procedures. Sustainability-focused decisions will have an impact on green performance assessments by establishing relevant metrics to measure staff contributions to the company's green goals. Thus, prudent decision-making in the framework of sustainability will motivate people to adopt green practices and innovate in their jobs. Leader-provided motivation and inspiration have a significant impact on green reward management. Leaders that can encourage people to reach sustainability goals foster good morale and dedication. Motivated executives who provide awards and recognition for achievements in green efforts will inspire staff to continue contributing to and participating in green programs. This motive also promotes employee involvement in green initiatives by raising participation in programs that promote sustainability.

Leadership integrity and ethics are critical in fostering trust and dedication to environmentally responsible actions. Leaders that display integrity and strong ethical standards will set a good example for their workforce in terms of environmental responsibilities. Sustainability values embedded in leadership ethics will affect how employees participate in green initiatives and behave in the context of sustainability. Leaders can promote staff support for the company's green policies by regularly applying ethical ideals connected to sustainability. Overall, leadership, which encompasses vision and strategy, communication, decision-making, motivation and inspiration, as well as integrity and ethics, is critical to the success of Green HRM implementation. Effective leadership ensures that green principles are interwoven into all aspects of GHRM, fostering a sustainable culture that encourages employee recruitment, training, appraisal, reward, and participation in green activities.

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:

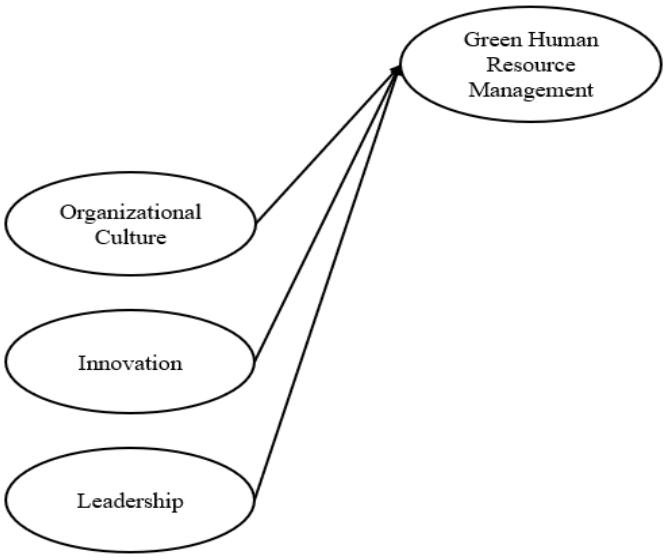


Figure 1. Conceptual framework

Based on Figure 1 above, organizational culture, innovation and leadership play a role in green human resource management. However, in addition to the variables of organizational

culture, innovation and leadership that play a role in green human resource management, there are other variables that influence, including:

1) Government Regulation: [26], [27], [28].
2) Technology: [29], [30], [31].
3) Resource Availability: [32], [33], [34].

CONCLUSION

Based on the formulation of the problem, results and discussion above, the conclusions of this study are Ooganizational culture plays a role in green human resource management, innovation plays a role in green human resource management and leadership plays a role in green human resource management.

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