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The Influence of Green Human Resource Management and Green Organizational Culture on Environmental Performance as Mediated Green Innovation Variables

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Abstract: The purpose of this literature study 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 literature review research article on the influence of green human resource management and green organizational culture on environmental performance mediated by green innovation variables is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Green HR Management influences Green Innovation; 2) Green Organizational Culture influences Green Innovation; 3) Green HR Management influences Environmental Performance; 4) Green Organizational Culture influences Environmental Performance; 5) Green Innovation influences Environmental Performance; 6) Green Human Resource Management influences Environmental Performance mediated by Green Innovation; and 7) Green Organizational Culture influences Environmental Performance mediated by Green Innovation.

Keywords: Environmental Performance, Green Innovation, Green Human Resource Management, Green Organizational Culture

INTRODUCTION

Environmental challenges in Indonesia are becoming more important, particularly as the effects of climate change and ecological degradation worsen. Although many studies have been conducted on the relationship between environmental performance and green innovation, there is still a major gap in the literature, particularly in the areas of green human resource (HR) management and green organizational culture. Previous studies have frequently focused on the technical components of green innovation, ignoring the social and cultural factors that can

impact its implementation. According to data from the Ministry of Environment and Forestry (KLHK) in 2022, only about 30% of Indonesian enterprises continuously apply green HR management techniques, while the remainder are stuck in traditional paradigms that pay little regard to sustainability. This demonstrates that, despite increased awareness of the value of green innovation, its implementation is impeded by a lack of managerial support and an unsupportive organizational culture. This study seeks to address this gap by investigating how green HR management and green organizational culture might influence environmental performance, as well as how green innovation can operate as a mediator in this relationship. This study is designed to provide more in-depth insights into the elements that drive environmental performance in Indonesia, as well as advice for businesses looking to enhance their sustainability practices (Latuconsina et al., 2019).

The Environmental Performance Index (EPI) is a metric for assessing a country or company's environmental performance. The EPI provides a complete evaluation of an entity's success in meeting environmental sustainability goals. In Indonesia, several companies have begun to use the EPI as a performance metric. According to Yale University's 2022 EPI report, Indonesia ranks 115th out of 180 nations, with a score of 49.4, suggesting significant issues in environmental performance. Companies devoted to environmental sustainability frequently use the EPI as a benchmark to find areas for improvement. For example, PT Unilever Indonesia, which has implemented numerous sustainability measures, has successfully improved its EPI score by lowering carbon emissions and waste. Data suggest that businesses who invest in environmentally friendly practices can boost their reputation and attract more clients (Heo & Muralidharan, 2019). Furthermore, organizations who consistently execute the EPI can detect and reduce environmental hazards that may impact their operations. Thus, using the EPI as a measure of environmental performance is critical for encouraging Indonesian companies to innovate and improve their sustainability policies (Dwimas et al., 2023).

The application of green innovation in Indonesia has advanced significantly in recent years, particularly since 2020. The Indonesian government has pushed corporations to invest in environmentally friendly technologies and practices through a variety of measures, including Presidential Regulation No. 22 of 2017 on the National Action Plan for Reducing Greenhouse Gas Emissions. According to data from the National Development Planning Agency (Bappenas), investment in green innovation in Indonesia is expected to exceed 1.4 trillion USD by 2024, indicating a significant commitment from both the commercial and public sectors to adopt more sustainable practices. A specific example of green innovation may be found in the renewable energy sector, where many businesses are beginning to transition from fossil fuels to renewable energy sources like solar and wind. For example, PT PLN (Persero) has launched a number of solar power plant projects targeted at boosting the proportion of renewable energy in the national energy mix.

Furthermore, many start-ups in Indonesia are focusing on the development of green technology, such as converting trash into energy and ecologically friendly products. Despite tremendous progress, difficulties persist, notably a lack of knowledge and understanding of green innovation among small and medium-sized business actors. As a result, it is critical to enhance education and training in green innovation so that more businesses may embrace these sustainable methods (Ali et al., 2023).

Formulation of the problem

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 Green Human Resource Management affect Green Innovation?; 2) Does Green Organizational Culture affect Green Innovation?; 3) Does Green Human Resource Management affect Environmental Performance?; 4) Does Green Organizational Culture affect Environmental Performance?; 5)

Does Green Innovation affect Environmental Performance?; 6) Does Green Human Resource Management affect Environmental Performance mediated by Green Innovation?; and 7) Does Green Organizational Culture affect Environmental Performance mediated by Green Innovation?.

METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the phenomenon of green innovation and environmental performance comprehensively. The collection and analysis of descriptive qualitative data allows researchers to adjust their approach to the needs of the research and the characteristics of the subjects studied.

The data used in this study comes from previous studies on the topic of green innovation and environmental performance. The researcher will conduct an analysis of the existing literature to identify patterns and trends in green HR management, green organizational culture, green innovation and environmental performance. By using previous studies, the researcher can develop stronger arguments based on relevant previous studies and contribute to a broader understanding of the factors that influence green innovation and environmental performance (Susanto, Arini, et al., 2024).

Data was collected through a literature review. A literature review is an important step in this research as it allows the researcher to identify and analyze various sources that are relevant to the topic being discussed. The researcher will collect data from journal articles, books, and other relevant documents to gain insight into green innovation and environmental performance. The literature review also informs the researcher about the latest developments in the field and identifies research gaps that need to be filled.

This study uses data from leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable (Susanto, Arini, et al., 2024), (Susanto, Yuntina, et al., 2024). The use of multiple sources also allows researchers to gain a more comprehensive understanding of green innovation and environmental performance from multiple perspectives.

Green HR management and green organizational culture will be studied as independent variables in this study. Meanwhile, the environmental performance variable is the dependent variable and the green innovation variable is the mediating variable. By analyzing the relationship between these variables, researchers hope to identify key factors that influence green innovation and environmental performance. This study is expected to provide practical recommendations for companies to improve green innovation and environmental performance, which can have a positive impact on overall organizational performance.

RESULTS AND DISCUSSION

Result

The following are research findings taking into account the context and problem formulation:

Environment Performance

Environmental performance refers to an organization's efforts and outcomes in managing the environmental effect of its operations. This performance includes minimizing greenhouse gas emissions, managing waste, increasing energy efficiency, using natural resources sustainably, and safeguarding biodiversity. Environmental performance is concerned with how successfully a corporation lowers its negative influence on the environment while maintaining a balance of economic and ecological needs (Amanda et al., 2023).

Dimensions or indicators that cover the Environmental Performance variables include: 1) Emission Reduction: Determines how well a corporation eliminates greenhouse gas emissions and other pollutants from its operations; 2) trash Management: Describes an organization's attempts to reduce, recycle, or dispose of trash safely and efficiently; 3) Energy Efficiency: This indicator evaluates more efficient energy use and the utilization of renewable energy sources in business operations; 4) Natural Resource Use: Emphasizes the conservation and sustainable use of natural resources like water, raw materials, and energy; and 5) Environmental Regulatory Compliance: Determines whether a corporation complies with applicable environmental laws and regulations (Ethika et al., 2019).

Environmental Performance Variables are relevant to previous research that has been studied by: (Widyanti & Cilarisinta, 2020), (Rachman et al., 2024), (Afazis & Handayani, 2020).

Green Innovation

Green innovation is the process of creating new environmentally friendly products, technology, or practices with the goal of minimizing negative environmental impacts. Green innovation can take many forms, including the utilization of renewable raw resources, reductions in greenhouse gas emissions, and the implementation of energy-efficient devices. Green innovation in business seeks to increase company value while also benefiting the environment (Falih, 2023).

Dimensions or indicators that include the Green Innovation variable include: 1) Green Products: Measures innovation in generating more ecologically friendly products, such as those that are recyclable or made from renewable resources; 2) Sustainable Production Process: This indicator reflects a company's efforts to reduce its environmental effect through innovation in manufacturing processes, such as energy efficiency and waste reduction; 3) Green Technology: Involves the employment of cutting-edge technologies that are more resource-efficient and have a lower negative impact on the environment; 4) Design for Recycling: This includes product or container designs that enable product components to be recycled after their useful life; and 5) Innovation in Green Supply Chain: Assesses how businesses manage and incorporate sustainability into their supply networks, including the use of more environmentally friendly raw materials (Maulita, 2022).

The Green Innovation variable is relevant to previous research that has been studied by: (Ahmad et al., 2024), (Pramudita & Gunawan, 2023a), (Mariyamah & Handayani, 2020).

Green Human Resource Management

Green Human Resource Management (GHRM) is a strategy that incorporates elements of environmental sustainability into an organization's policies, processes, and HR management practices. The goal is to develop a work culture that values environmental conservation and sustainability among employees (Hutomo et al., 2020).

Dimensions or indicators that cover the Green HR Management variable include: 1) Green Recruitment and Selection: Examines how firms choose employees with environmental awareness and a commitment to sustainability in mind; 2) Green Training and Development: Determines whether the organization offers staff training on environmentally friendly and sustainable practices; 3) Green Performance Assessment: This indicator assesses staff performance based on their contribution to the company's sustainability and environmental goals; 4) Green Compensation and Incentives: Addresses the company's attempts to reward employees who contribute to sustainability and environmentally friendly aims; and 5) Employee Involvement in Environmental Programs: Determines the extent to which employees participate in the company's green efforts and environmental programs (Fitria et al., 2024).

The Green HR Management variable is relevant to previous research that has been studied by: (Mansyur et al., 2023), (Wiyekti, 2021), (Khadafi, 2024).

Green Organizational Culture

Green organizational culture refers to an organization's principles, attitudes, and practices that prioritize environmental conservation and sustainability. In this culture, every person of the business, from executives to employees, is aware of and responsible for the environment, and they work to reduce the negative influence of the company's operations on nature (Eucharistia & Rachmawati, 2023).

Dimensions or indicators that include the Green Organizational Culture variable include: 1) Environmental Awareness in the Organization: Assesses how well the organization promotes environmental awareness among employees and incorporates environmentally friendly ideals into its culture; 2) Organizational dedication to the Environment: The company's dedication to continuously integrating environmentally friendly practices into daily operations, including green policies and programs; 3) Employee Engagement in Sustainability: Evaluates the extent to which employees are encouraged to participate in sustainability initiatives, such as recycling or energy conservation programs; 4) Innovation and Creativity in the Workplace: Assesses the organization's ability to foster environmentally friendly innovation through employee collaboration and new ideas; and 5) Leadership Role in Encouraging a Green Culture: Evaluates the role of organizational leaders in building a green culture and demonstrating the application of sustainability values (Kustianti & Murwaningsari, 2023).

The Green Organizational Culture variable is relevant to previous research that has been studied by: (Sustrastanti & Rachmawati, 2023), (Sherly & Murwaningsari, 2023), (K. N. Putri & Murwaningsari, 2023).

Previous Research

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

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Pramudita & Gunawan, 2023b)	-Green HRM variables influence Environmental Performance and Green Innovation -Green Human Capital variables influence Environmental Performance and Green Innovation	-This article has similarities in examining the Green HRM variable as its independent variable, and examining the Environmental Performance and Green Innovation variables as its dependent variable.	-The difference with previous research is that there is a Green Human Capital variable as another independent variable.
2	(K. N. Putri & Murwaningsari, 2023)	-Green Organizational Culture Variables Influence Green Competitive Advantage	-This article has similarities in examining the Green Organizational	-The difference with previous research is in the Green Marketing variable as another

		-Green Marketing Variables Influence Green Competitive Advantage -Green Organizational Culture Variables Influence Green Innovation -Green Marketing Variables Influence Green Innovation	Culture variable as its independent variable, and examining the Green Innovation variable as its dependent variable.	Independent variable. And the Green Competitive Advantage variable as another Dependent variable.
3	(Dewi & Murwaningsari, 2024)	-Green HR Management Variables Influence Environmental Performance -Green Strategy Variables Influence Environmental Performance -Environmental Disclosure Variables Influence Environmental Performance	-This article has similarities in examining the Green HR Management variable as its independent variable, and examining the Environmental Performance variable as its dependent variable.	-The difference with previous research is in the Green Strategy and Environmental Disclosure variables as other independent variables.
4	(Al-Alawneh et al., 2024)	-Green HRM variables influence Environmental Performance in higher education -Green Organizational Culture variables influence Environmental Performance in higher education	-This article has similarities in examining the variables of Green Organizational Culture and Green HRM as independent variables, and examining the variable of Environmental Performance as dependent variable.	-The difference with previous research is that the research objects were carried out at universities in previous research.
5	(Seman et al., 2019)	-Green Innovation Variables Influence Green Supply Chain Management -Green Innovation Variables Influence Environmental Performance	-This article has similarities in examining the Green Innovation variable as its independent variable, and examining the Environmental Performance	-The difference with previous research is that there is a Green Supply Chain Management variable as another dependent variable.

	variable as its dependent variable.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

1. The Influence of Green HR Management on Green Innovation

Green Human Resource Management (HRM) is a method that incorporates eco-friendly techniques into all aspects of HR management. Green recruitment and selection, for example, evaluates candidates' technical skills as well as their environmental awareness and dedication to sustainability. According to research, organizations that apply green recruitment have staff who are more imaginative when it comes to developing environmentally friendly products and procedures. Furthermore, green training and development equips personnel with the information and skills required to innovate in green products and sustainable manufacturing methods. According to Susanto et al., (2023), sustainability-focused training can boost employee creativity when it comes to developing green technologies and recycling ideas.

Green performance ratings are very effective in stimulating green innovation. Companies can motivate employees to contribute to green supply chain innovation by establishing performance measures that focus on sustainability. Companies, for example, can implement an appraisal system that promotes employees who offer creative waste-reduction or energy-efficiency solutions (Saputra et al., 2024). Furthermore, green wages and incentives can motivate employees to participate in environmental projects, which can lead to product and process innovation. According to Susanto & Rony, (2023), staff engagement in green efforts can be increased by offering sustainability incentives.

Employee participation in environmental programs is also an important aspect in promoting green innovation. Employees that feel involved and responsible for environmental activities are more inclined to contribute to the development of green products and technologies. According to a study conducted by Susanto, Sawitri, et al., (2023), organizations that involve employees in environmental management initiatives exhibit higher levels of innovation than those who do not. Thus, good green HR management can foster green innovation, thereby improving a company's environmental performance.

2. The Influence of Green Organizational Culture on Green Innovation

Green corporate culture has a huge impact on fostering green innovation. Environmental awareness in an organization fosters the creation of green products and sustainable procedures. When organizational members grasp the value of sustainability, they are more inclined to innovate in developing environmentally friendly solutions. G. A. M. Putri et al., (2023) found that firms with a strong green culture are more innovative in green technologies and recycling design.

An organization's environmental commitment has an impact on green innovation. Organizations that demonstrate a genuine commitment to sustainability through consistent rules and practices are more likely to inspire people to innovate. Companies that actively promote green projects and provide resources for green product research and development, for example, can foster an innovative atmosphere (Ali et al., 2022b). Involving employees in

sustainability can also help to strengthen a green organizational culture. Employees who are actively involved in environmental activities are more likely to contribute to workplace innovation and creativity.

Leadership has an important role in promoting a green culture. Leaders that prioritize sustainability and encourage employee participation in green initiatives can foster an innovative culture. Saputra & Mahaputra, (2022) found that good sustainable leadership can boost employee engagement and drive the creation of new products and processes. Thus, a strong green organizational culture can foster green innovation, thereby improving the organization's environmental performance.

3. The Impact of Green HR Management on Environmental Performance

Green HR management has a big impact on a company's environmental performance. Companies that use green recruitment and selection procedures can ensure that the personnel they hire are environmentally conscientious and committed. This is significant because environmentally conscientious employees are more likely to take initiative in developing environmentally friendly working practices. Widodo & Silitonga, (2017) found that organizations that use green recruitment have lower emissions and higher energy efficiency.

Green training and development improves environmental performance. Employees that participate in sustainability training programs gain the knowledge and skills necessary to manage natural resources properly. This can directly affect waste reduction and management. Aziz et al., (2021), discovered that companies that invest in green training have higher environmental compliance rates and lower greenhouse gas emissions.

Green remuneration and incentives can have an impact on environmental performance. Companies can promote environmentally friendly behavior by rewarding employees who participate in environmental activities. According to research, sustainability-related incentives can increase energy efficiency and natural resource management. Furthermore, employee participation in environmental programs can raise their sense of accountability for the company's environmental performance.

4. The Influence of Green Organizational Culture on Environmental Performance

Green organizational culture has a substantial influence on environmental performance. High environmental awareness in an organization helps employees to be more environmentally conscious. Employees who understand the environmental consequences of their actions are more inclined to help reduce emissions and manage trash. Kahfi et al., (2022) found that organizations with a strong green culture outperform those without one in terms of environmental performance.

An organization's commitment to the environment has a substantial impact on its environmental performance. Organizations that exhibit a genuine commitment to sustainability typically have policies that promote waste reduction and energy efficiency. According to Silitonga et al., (2017), companies with a strong commitment to the environment have lower emissions and higher compliance with environmental rules. Employee engagement in sustainability also helps to improve environmental performance because employees who feel involved are more likely to take actions that support the organization's environmental goals.

Leadership has an important role in developing a green culture. Leaders that are devoted to sustainability can foster a climate that encourages innovation and ecologically responsible conduct. Research indicates that effective sustainability leadership can improve an

organization's environmental performance (Widodo, 2021). Thus, a strong green organizational culture can help greatly improve environmental performance.

5. The Impact of Green Innovation on Environmental Performance

Green innovation contributes significantly to improved environmental performance. Green items made with the environment in mind can help to minimize emissions and waste. Alamsyah et al., (2020) found that enterprises creating green products had considerable reductions in greenhouse gas emissions and waste. Furthermore, organizations that use sustainable production procedures can enhance energy efficiency and use less natural resources.

Green technology contributes to improved environmental performance. Companies can lessen their negative environmental impact by implementing eco-friendly technologies. According to research, organizations that employ green technology benefit from increased energy efficiency and lower emissions. Designing for recycling is also an important aspect of green innovation because it reduces waste generation while increasing resource usage.

Innovation in the green supply chain contributes to improved environmental performance. Companies can lessen the environmental impact of their whole manufacturing process by implementing environmentally friendly practices throughout the supply chain. According to a study conducted by Silitonga & Widodo, (2019), organizations who embrace green supply chain innovation see increases in environmental regulatory compliance and energy efficiency. Thus, green innovation has a substantial impact on environmental performance, which can boost a company's reputation and competitiveness.

6. The Influence of Green HR Management on Environmental Performance Mediated by Green Innovation

Green HR management has a substantial impact on environmental performance, especially when combined with green innovation. Effective green recruitment and selection techniques can attract environmentally concerned individuals, leading to innovation in green products and sustainable manufacturing processes. Pham & Paillé, (2020), found that organizations that follow green recruitment methods enhance their innovation and environmental performance.

Green training and development also help to improve environmental performance by promoting green innovation. Employees who have been taught in environmentally friendly practices are more likely to develop inventive solutions to lessen environmental effect. Widodo, (2020), discovered that sustainability-focused training can boost employee creativity in designing more efficient goods and processes. This shows that green HR management can boost environmental performance by fostering employee creativity.

Green remuneration and incentives can also promote green innovation, which improves environmental performance. Companies can encourage sustainable behavior by rewarding employees who participate in green activities. According to research, sustainability incentives can promote staff engagement in green activities, hence improving environmental performance (Zainab & Burhany, 2020). Employee participation in environmental programs can boost creativity and overall environmental performance.

7. The Influence of Green Organizational Culture on Environmental Performance Mediated by Green Innovation

Green organizational culture has a substantial impact on environmental performance, particularly when combined with green innovation. Environmental awareness in an organization fosters the creation of green products and sustainable procedures. Employees that appreciate the value of sustainability are more inclined to innovate in developing environmentally friendly solutions. K. N. Putri & Murwaningsari, (2023), found that organizations with a strong green culture are more innovative, which improves environmental performance.

An organization's environmental commitment has an impact on green innovation and performance. Organizations that demonstrate a genuine commitment to sustainability through consistent rules and practices likely to inspire people to innovate. Companies that actively promote green projects and provide resources for green product research and development, for example, can foster an innovative atmosphere (Iskandar & Febriyantoro, 2019). Furthermore, employee involvement in sustainability can help to build an organization's green culture and drive better innovation.

Leadership plays a vital role in promoting a green culture. Leaders that demonstrate a commitment to sustainability can foster environmentally friendly innovation and behavior. According to research, excellent sustainable leadership can increase an organization's environmental performance (Cahyaningrum et al., 2023). Thus, a strong green company culture can greatly improve environmental performance through employee-generated green innovations.

Conceptual Framework

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:

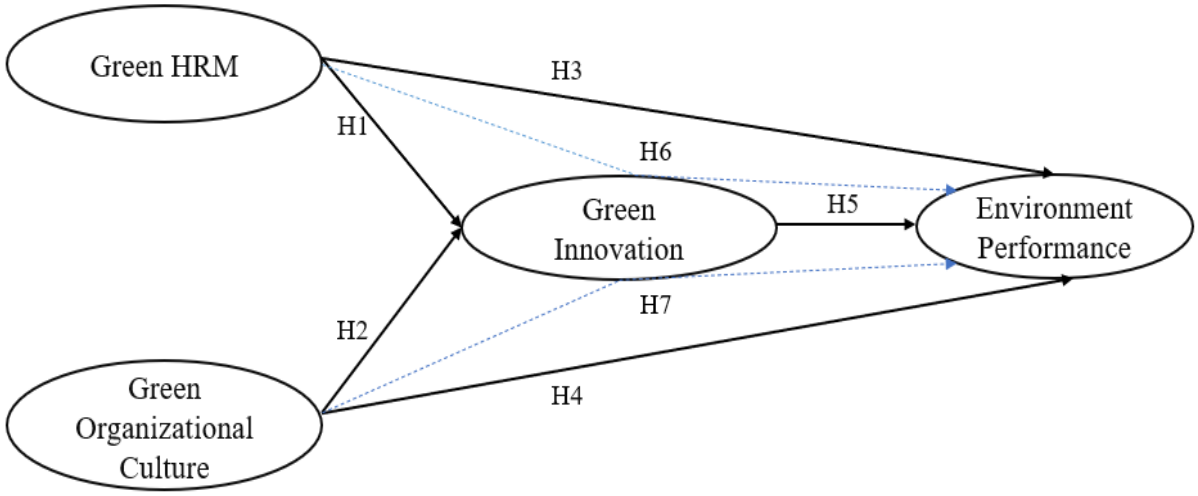


Figure 2. Conceptual Framework

Based on Figure 2 above, green HR management and green organizational culture influence environmental performance mediated by green innovation. However, in addition to the variables of Green HR Management and Green Organizational Culture that influence

Environmental Performance mediated by Green Innovation, there are other variables that influence, including:

1) Leadership Style: (Widodo, 2021), (Mahaputra & Saputra, 2021), (Susanto, Setiawan, et al., 2024), (Widodo, 2023b).
2) Training: (Jumawan et al., 2023), (Pinzone et al., 2019), (Widodo, 2023a).
3) Work Motivation: (Widodo, 2020), (Ali et al., 2022a), (Saputra, 2021), (Widodo et al., 2019).

CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Green HR Management influences Green Innovation;
2. Green Organizational Culture influences Green Innovation;
3. Green HR Management influences Environmental Performance;
4. Green Organizational Culture influences Environmental Performance;
5. Green Innovation influences Environmental Performance;
6. Green HR Management influences Environmental Performance mediated by Green Innovation; and
7. Green Organizational Culture influences Environmental Performance mediated by Green Innovation.

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