

THE ROLE OF GREEN HUMAN RESOURCE MANAGEMENT IMPLEMENTATION ON INNOVATIVE WORK BEHAVIOUR AT WIJAYA KUSUMA UNIVERSITY SURABAYA

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Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh green hiring, green training, dan green compensation, serta peran mediasi green performance management system terhadap perilaku kerja inovatif tenaga kependidikan dan pendidik di Universitas Wijaya Kusuma Surabaya (UWKS). Penelitian ini merupakan penelitian kausal dengan pendekatan kuantitatif. Pengumpulan data menggunakan kuesioner yang disebarluaskan kepada 225 tenaga kependidikan dan pendidik, yang selanjutnya dianalisis menggunakan SEM PLS. Hasil penelitian membuktikan bahwa green hiring, green training, dan green compensation berpengaruh positif signifikan terhadap perilaku kerja inovatif tenaga kependidikan dan pendidik di UWKS. green performance management system juga memiliki peran mediasi pada pengaruh green hiring, green training, dan green compensation terhadap perilaku kerja inovatif.

Kata kunci:

green hiring; green training; green compensation; green performance management system; innovative work behaviour.

Abstract: This study aims to analyze the influence of green hiring, green training, and green compensation, as well as the mediating role of green performance management system on innovative work behaviour of education personnel and educators at Wijaya Kusuma University, Surabaya (UWKS). This study is a causal study with a quantitative approach. Data collection using questionnaires distributed to 225 education personnel and educators, which were then analyzed using SEM PLS. The results of the study prove that green hiring, green training, and green compensation have a significant positive effect on the innovative work behaviour of educational staff and educators at UWKS. green performance management system also has a mediating role in the influence of green hiring, green training, and green compensation on innovative work behaviour.

Keywords:

green hiring; green training; green compensation; green performance management system; innovative work behaviour.

Introductions

Environmental issues have become a global issue, and in 2015, the UN agreed to implement the Sustainable Development Goals (SDGs) program consisting of 17 programs, namely eradicating poverty, ending hunger, good health and well-being, quality education, gender equality, clean water and accessible sanitation, clean and renewable energy, decent work and economic growth, infrastructure, industry, and innovation, reducing inequality, sustainable cities and communities, poor production and consumption, handling climate change, maintaining marine ecosystems, maintaining terrestrial ecosystems, peace, justice, and strong institutions, and partnerships to achieve goals. The 17th program is designed to involve various levels, such as government, private sector, academics, and society to be able to achieve the target by 2030 (Dachi et al., 2023).

In the academic sphere, what can be done to achieve the SDGs goals is by implementing the concept of a green campus. In a broad sense, a green campus means the extent to which educational institutions, including universities, are able to utilize every available resource to support environmentally oriented activities effectively and efficiently (Dachi et al., 2023). If we pay attention to the basic function of a university, according to Law Number 12 of 2012, it explains that

universities have a role as a place to develop the abilities and personality of each individual as a form of effort to make the nation's life more intelligent.

Green campus can be implemented well in educational institutions if there are policies that support the implementation of the concept. The policy is followed by the development of massive information technology that has an impact on the efficiency of organizational activities. This efficiency creates a chain of organizational activities that are more concise, which means it can cut costs and resources of the organization concerned. In such conditions, the opportunity to produce more practical, environmentally friendly, and energy-efficient management activities becomes more open without ignoring the targets and performance of the organization (Batubara et al., 2023).

In Indonesia, many universities have implemented the eco campus concept as a form of environmental concern from educational institutions. The measurement of green campus assessment is realized by assessing campuses that meet the criteria as universities that support sustainable development that cares about the environment. The assessment measurement in question is UI GreenMetric, which is a form of university ranking in the world based on commitment to environmental management in universities. UI GreenMetric focuses on three pillars, namely the environment, economy, and social (Admin Universitas Indonesia, 2021). In Surabaya, there are two universities included in UI GreenMetric. The universities in question are the Sepuluh November Institute of Technology (ITS) and Airlangga University (Unair) (Dzulfaroh & Nugroho, 2022). In addition, several universities in Surabaya have also implemented the eco campus concept, one of which is Wijaya Kusuma University Surabaya (UWKS), which is one of the universities that received an award as the second best Eco Campus in Surabaya in 2021 (Arif, 2021). This indicates that many academics and academicians understand the importance of protecting the environment in the work environment.

Efforts to realize organizational management that has attention to environmental aspects can be strengthened by implementing the concept of green human resources management or green HRM. Green HRM is one of the concepts implemented to strengthen the important role of each individual involved in educational institutions, including universities to be able to carry out the vision, mission, targets, and strategies related to environmental issues (Tyas, 2023). By definition, green HRM is an approach to managing human resources in an organization to be environmentally oriented (Isrososiawan et al., 2021). Green HRM offers an environmental philosophy in human resource management, which has an important role in realizing environmental goals and gaining competitive advantage (Liu et al., 2021).

The synchronization between the concept of green HRM and organizational performance needs to be realized to achieve the ideal point of achieving organizational goals and environmental sustainability at the same time. This is one of the reasons for conducting identification and analysis related to the implementation of green HRM in an organization so that it has an impact on organizational performance (Batubara et al., 2023). Mensah et al. revealed that innovations such as the implementation of green HRM can help an organization to work better and respond to challenges faster by utilizing better opportunities. However, if innovation in the organizational environment, including educational organizations, is increasing but is not followed by the development of knowledge from each individual involved, it makes innovation unable to be implemented properly (Mensah et al., 2023). Therefore, every individual in an organization also needs to have innovative behaviour to be able to support the implementation of innovation carried out by the organization. This was expressed by Agarwal that one of the options for organizations to become more innovative is to encourage employees or staff to be innovative. This is one of the reasons researchers examine the role of green HRM implementation on innovation behaviour in higher education institutions (Agarwal, 2014).

There are three activities carried out in implementing green HRM. The activities in question are green hiring, green training, and green compensation (Mensah et al., 2023). All three are forms of activities carried out to encourage individuals in the organization to pay attention to environmental aspects in carrying out their work. Mehta & Chugan added that management has an important role to be able to support and guide employee initiatives. Encouragement of supervision of employee participation in environmental capacity building activities is important. Motivation to carry out activities that care about the environment must come from management. This makes management behaviour the first step and a model for the entire organization. In addition, the implementation of a green performance management system can reflect the importance of integrating environmental excellence into organizational activities and signify that each employee has significant responsibility for environmental quality (Mehta & Chugan, 2015).

There are several previous studies that have previously tested the relationship between green HRM and green performance management systems, and innovative work behaviour. Research from Mensah et al. explains that green hiring, green training, and green compensation have a positive effect on innovative work behavior (Mensah et al., 2023). The same results were also explained by Musthaq & Jegadeeshwaran who explained that green HRM can improve the performance of academics in educational institutions (Musthaq & Jegadeeshwaran, 2023). Wulandari & Nawangsari explained that green training had no significant effect on business sustainability, but green hiring and green compensation had a positive effect on business sustainability (Wulandari & Nawangsari, 2021). Research by Martins et al. explained that green performance management has a mediating role in the influence of green HRM implementation

on performance (Martins et al., 2021).

Based on the problems that have been described, this study aims to analyze the role of green HRM at one of the universities in Surabaya that has an eco-campus predicate, namely Wijaya Kusuma Surabaya University (UWKS) towards innovative work behaviour and the mediating role of the green performance management system as a form of management policy to support the achievement of environmentally oriented higher education goals. Effective Green HRM consists of several forms, namely green recruitment, green training, and green compensation. Several previous studies that have been explained show differences in research results, which is also one of the reasons this study was conducted.

Based on this explanation, the conceptual framework of this study is.

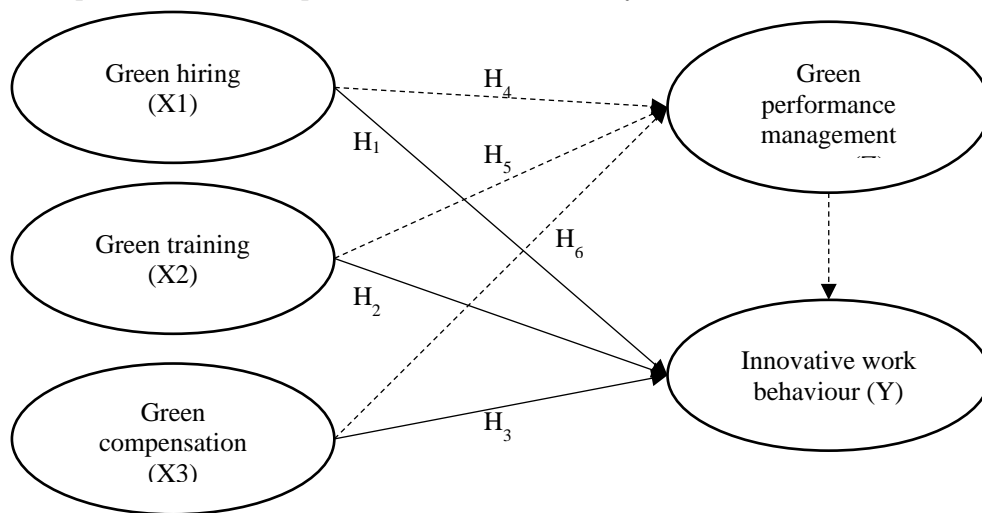


Figure 1. Conceptual Framework
Source: Data processed (2024)

The implementation of green hiring aims to ensure that human resources who will join have the same views regarding awareness of environmental issues. Through this recruitment or hiring process, companies or agencies use their corporate branding, such as concern for the environment, to attract human resources who also care about environmental issues. In this hiring process, agencies recruit individuals who have knowledge, skills, attitudes, and habits that are in line with the agency's environmental management system (Adriana et al., 2020). Recruitment can ensure that individuals who are later accepted have a good understanding of environmental issues which are also corporate branding so that they are more able to commit to implementing environmental principles (Hadjri et al., 2020). The commitment to being able to care about environmental issues which are also the branding of this agency can encourage individuals to have innovation in carrying out activities so that they can work well without ignoring environmental issues (Malau et al., 2024). Mensah et al. (2023) revealed that individual awareness of the environment is a fundamental component in the green hiring process which then has an impact on friendly work behavior, to innovative work behavior, so that it can help agencies achieve their goals and also improve environmental performance.

H₁: Green hiring has a significant effect on innovative work behavior.

Green training is an activity to provide education and training to human resources in a sustainable manner. The education and training carried out are to include knowledge, skills, and competencies regarding environmental issues (Wulandari & Nawangsari, 2021). Through these education and training activities, it supports individuals to have better creativity in carrying out work activities. This creativity is the first step in forming individuals who dare to develop ideas and implement them in work activities (Musthaq & Jegadeeshwaran, 2023). This is a potential for the development of individual innovative behavior. Education and training by linking environmental issues can support the development of individual creativity if supported by good interpersonal communication between individuals in the agency. This can support a lot of new knowledge that can be received by individuals to support the development of creative ideas and innovative behavior (Mensah et al., 2023).

H₂: Green training has a significant effect on innovative work behavior.

Green compensation is a form of appreciation given by an agency for every role and activity carried out by an individual to contribute to environmental issues. This compensation requires effort from the agency because it is necessary to design a system that can motivate individuals to work in accordance with the concept and branding of an agency that cares about environmental issues (Hadjri et al., 2020). When an agency provides a compensation system for

every activity carried out by an individual and communicates it to all existing human resources, there is a greater tendency for individuals to show better work behavior (Wulandari & Nawangsari, 2021). One of them is innovative work behavior, this is because according to individuals, if they can show innovative behavior while working, they will get compensation. In this case, individuals consider innovative work behavior as something valuable to the agency (Mensah et al., 2023).

H₃: Green compensation has a significant effect on innovative work behavior.

The implementation of green hiring in an agency is the first step to build a reputation as an agency that cares about environmental issues. Through recruitment, agencies look for individuals who also share the same understanding about being productive and protecting the environment sustainably. The implementation of green hiring requires a performance management system that is also environmentally conceptual to complement green HRM practices in an agency, so that environmental-based performance standards and indicators can develop and be included in performance assessments (Mehta & Chugan, 2015). With the support of this environmentally-based performance management system, it encourages individuals to participate and be active in various activities that focus on environmental issues (Musthaq & Jegadeeshwaran, 2023). This needs to be known by the agency's performance management system so that every activity that is in accordance with the environmental concept carried out by individuals gets a contribution and assessment. The impact is that each individual can feel the benefits of the behavior they do and is encouraged to increasingly show innovative behavior to support the performance they do but also not forget to pay attention to environmental issues (Martins et al., 2021).

H₄: Green performance management system can mediate the influence of green hiring on innovative work behavior.

Agencies that practice green management strive to integrate environmental issues into work activities and become one of the goals achieved in the services provided (Karmagatri et al., 2023). Green training is one of the activities to support the implementation of green management to be effective in agencies. Through green training, agencies provide knowledge and training to individuals to have the same understanding that one of the agency's goals is related to environmental issues. Efforts to include environmental concepts in training materials require a system that is also integrated with environmental concepts (Wulandari & Nawangsari, 2021). In this case, training can deepen knowledge and understanding of the agency's goals, including those related to environmental issues. A good understanding of this individual can shape individuals to understand the behavior that needs to be done (Jabbour & De Sousa Jabbour, 2016). On the other hand, individuals who understand more encourage the effectiveness of the agency's performance management system to be better. Every behavior and activity carried out by individuals, especially those related to environmental issues, is also a concern in the green performance management system, therefore individuals can also feel the benefits of environmental care activities carried out while working (Martins et al., 2021). This can be a stimulus for individuals to increasingly demonstrate innovative behavior while working and show better performance for the agency (Mensah et al., 2023).

H₅: Green performance management system can mediate the influence of green training on innovative work behavior.

The implementation of green compensation in an agency is an effort to prevent individuals from behaving negatively and encourage them to care more about the environment and sustainability while carrying out work activities (Zoogah, 2016). The effective implementation of green compensation can create good feelings in the minds of individuals, namely feeling appreciated for everything they have done to achieve agency goals, including innovative behavior related to environmental issues (Hadjri et al., 2020). The existence of good compensation from the agency requires support from an effective performance management system (Febrianty & Muhammad, 2022). In this performance management system, environmental issues are included and become criteria for determining the right rewards for work behavior demonstrated by individuals. The implementation of good compensation can encourage the implementation of a better performance management system and measures related to the interaction of sustainability needs with environmental needs to be more balanced and individuals also feel increasingly appreciated (Jabbour & De Sousa Jabbour, 2016). This feeling creates motivation or encouragement for individuals to demonstrate increasingly better innovative behavior, because they feel appreciated and individuals feel personal benefits from the innovative behavior demonstrated (Mensah et al., 2023).

H₆: Green performance management system can mediate the influence of green compensation on innovative work behavior.

Method

This study uses a causal research type with a quantitative approach. Causal research aims to measure the strength between two or more variables, also showing the direction of the relationship between independent and dependent variables (Silalahi, 2018), while the quantitative approach is a study that uses data in the form of survey response numbers distributed to research samples and analyzed using statistical analysis techniques (Sugiyono, 2021). Data

collection in this study was conducted by distributing questionnaires online via Google Form to reach each research respondent. The population of respondents in this study were all education personnel and educators at Wijaya Kusuma University Surabaya, totaling 546 people. Sampling used purposive sampling with criteria of permanent status and permanent candidates with more than 1 year of work experience. The number of research samples was calculated using the Slovin formula with an error of 5% so that the number of samples was 225 respondents. The research data is a primary data source, namely data obtained directly from respondents collected from the results of field surveys using specific data collection instruments that were created specifically (Sugiyono, 2021).

Table 1.

Operational Definition

| Variable | Definition | Indicator | Measurement |
|---|---|--|--------------|
| <i>Green Hiring</i> (X1) | Green hiring is a process to provide stimulus to individuals to be willing to be interested in the environmental aspects that are the goals of the organization. (Mensah et al., 2023) | a. Have environmental awareness b. Carry out environmental branding c. Carry out evaluations prioritizing environmental aspects (Purnama & Nawangsari, 2019) | Likert Scale |
| <i>Green Training</i> (X2) | Green training is a training program to provide motivation to each individual to become more interested in environmental issues. (Mehta & Chugan, 2015) | a. Development of environment-based training programs b. Development of integrated training to enhance emotional ties with the environment c. Development of training programs that integrate environmental education and knowledge with environmentally conscious behavior (Mousa & Othman, 2020) | Likert Scale |
| <i>Green Compensation</i> (X3) | Green compensation is a policy implemented by an organization to provide rewards for the implementation of environmental aspects in every job carried out. (Jabbour & De Sousa Jabbour, 2016) | a. Rewarding creative ideas related to environmental issues b. Rewards for employees who can meet the organization's environmental issue goals c. Rewards for improving the implementation of environmental issues in work (Mousa & Othman, 2020) | Likert Scale |
| <i>Green Performance Management</i> (Z) | Green performance management is a system that can determine environmental aspect criteria in the work evaluation process for employees. (Martins et al., 2021) | a. There are specific objectives for environmental awareness that are implemented b. Achievement of environmental awareness objectives c. There is an assessment of employee performance after taking a course on environmental awareness d. There are penalties for non-compliance with applicable environmental aspects (Mousa & Othman, 2020) | Likert Scale |
| <i>Innovative Work Behavior</i> (Y) | Innovative work behavior is an individual's behavior in introducing a new idea or concept to a problem encountered in the work environment. (Noerchoidah et al., 2021) | a. Looking for ideas for problems encountered b. Looking for support for the ideas offered. c. Implement the ideas generated (Fiernaningsih et al., 2023) | Likert Scale |

Source: Data processed (2024)

The instrument in question is a questionnaire instrument. The measurement scale for the questionnaire used is a Likert scale with five categories stating strongly disagree to strongly agree. The questionnaire contains statements that represent the variables studied, namely green hiring, green training, and green compensation as independent variables, green performance management as an intervening variable, and innovative work behavior as a dependent variable.

The modeling in this research analysis is using Structural Equation Modeling (SEM). In this study, data processing and analysis were carried out using SEM PLS, which is a powerful analysis method (Ghozali, 2020). Evaluation of this model is divided into two, namely the outer model and the inner model. The outer model is evaluated with convergent and discriminant validity. The inner model is measured using R2 for endogenous latent variables, predictive relevance (Q2), path coefficient estimation, and hypothesis testing. Hypothesis testing in PLS SEM analysis is carried out by comparing the probability value of 0.05 with the resulting significant probability value.

Findings and Discussion

Findings

The results of descriptive analysis regarding the respondent profile consisting of gender, age, and years of service.

Table 2.
Descriptive of Profile Respondent

| Characteristics | Amount |
|-------------------------|------------|
| Gender | |
| Male | 146 |
| Female | 79 |
| Age | |
| 26 - 30 years old | 11 |
| 31 - 35 years old | 5 |
| 36 - 40 years old | 10 |
| More than 40 years old | 199 |
| Years of service | |
| < 3 years | 9 |
| 3 - 5 years | 21 |
| 5 - 8 years | 25 |
| 8 - 12 years | 70 |
| > 12 years | 100 |
| Total | 225 |

Source: Data processed (2024)

The results in Table 2. show a number of 146 male respondents and 79 female respondents. In terms of age, it is known that 199 respondents in this study were over 40 years old, then there were 100 respondents who had worked for more than 12 years. This shows that the majority of staff involved have been working for a long time with the environment at UWKS.

The results of the SEM PLS analysis that has been carried out, in the evaluation of the outer model, show that the loading factor values for 18 indicators used to explain the variables green hiring (X1), green training (X2), green composition (X3), green performance management system (Z), and innovative work behavior (Y) which are greater (>) than 0.7. Therefore, it can be explained that all indicators used to explain each latent variable are valid indicators with convergent validity criteria.

Table 3.
Convergent Validity Test Results

| Indicator | Green Hiring (X1) | Green Training (X2) | Green Compensation (X3) | Green Performance Management System (Z) | Work Innovative Behavior (Y) |
|-----------|-------------------|---------------------|-------------------------|---|------------------------------|
| X1.1 | 0,784 | | | | |
| X1.2 | 0,880 | | | | |
| X1.3 | 0,874 | | | | |
| X2.1 | | 0,766 | | | |

| Indicator | Green Hiring (X1) | Green Training (X2) | Green Compensation (X3) | Green Performance Management System (Z) | Work Innovative Behavior (Y) |
|-----------|-------------------|---------------------|-------------------------|---|------------------------------|
| X2.2 | | 0,816 | | | |
| X2.3 | | 0,806 | | | |
| X3.1 | | | 0,909 | | |
| X3.2 | | | 0,938 | | |
| X3.3 | | | 0,861 | | |
| Z1 | | | | 0,816 | |
| Z2 | | | | 0,899 | |
| Z3 | | | | 0,868 | |
| Z4 | | | | 0,790 | |
| Y1 | | | | | 0,753 |
| Y2 | | | | | 0,876 |
| Y3 | | | | | 0,857 |
| Y4 | | | | | 0,830 |
| Y5 | | | | | 0,777 |

Source: Data processed (2024)

The AVE value for each variable in Table 4 is greater (\geq) 0.5. This result explains that all variables studied have reasonable convergent validity.

Table 4.
Average Variance Extracted (AVE)

| Variable | AVE | Description |
|---|-------|-------------|
| Green Hiring (X1) | 0,718 | Valid |
| Green Training (X2) | 0,634 | Valid |
| Green Compensation (X3) | 0,816 | Valid |
| Green Performance Management System (Z) | 0,713 | Valid |
| Work Innovative Behavior (Y) | 0,672 | Valid |

Source: Data processed (2024)

The AVE root value for the green hiring correlation variable (X1) is 0.796, which is greater than the correlation value of other variables. This applies to all research variables. This result explains that the high AVE root value on the correlation of variables themselves compared to the correlation between variables indicates that the discriminant validity of the research variables is fulfilled.

Table 5.
Fornell-Larcker Criterion

| | Green Compensation (X3) | Green Hiring (X1) | Green Performance Management System (Z) | Green Training (X2) | Work Innovative Behavior (Y) |
|---|-------------------------|-------------------|---|---------------------|------------------------------|
| Green Compensation (X3) | 0,903 | | | | |
| Green Hiring (X1) | 0,365 | 0,847 | | | |
| Green Performance Management System (Z) | 0,360 | 0,322 | 0,844 | | |
| Green Training (X2) | 0,355 | 0,177 | 0,317 | 0,796 | |
| Work Innovative Behavior (Y) | 0,618 | 0,423 | 0,549 | 0,462 | 0,820 |

Source: Data processed (2024)

The composite reliability value in Table 6. for each research variable is greater ($>$) than 0.7. The cronbach alpha value shown for each research variable is also greater ($>$) than 0.6. These results explain that each variable

has met the composite reliability and cronbach alpha requirements which explain that all variables have a high level of internal consistency reliability.

Table 6.
Reliability Test

| Variable | Composite Reliability | Cronbach Alpha |
|---|-----------------------|----------------|
| Green Hiring (X1) | 0,824 | 0,804 |
| Green Training (X2) | 0,715 | 0,712 |
| Green Compensation (X3) | 0,886 | 0,886 |
| Green Performance Management System (Z) | 0,870 | 0,865 |
| Work Innovative Behavior (Y) | 0,878 | 0,877 |

Source: Data processed (2024)

The analysis stages in the inner model evaluation consist of Rsquare, Qsquare assessments, hypothesis tests.

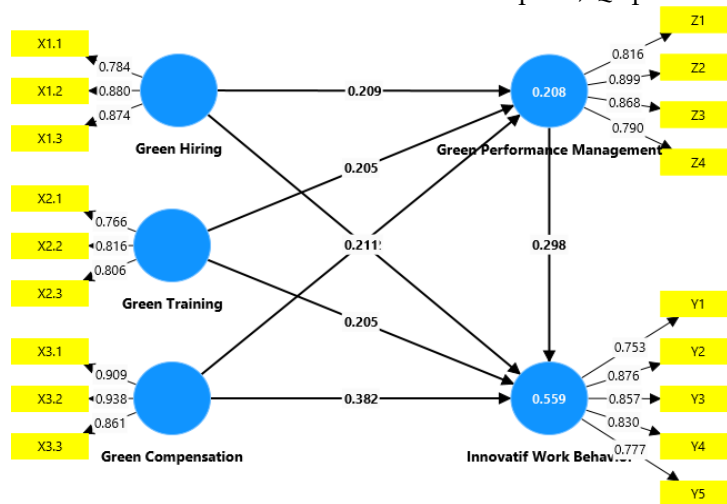


Figure 2. Inner Model of Stuctural Model Analysis

Source: Data processed (2024)

Table 7. shows the Rsquare value of the green performance management system variable of 0.208 and for the innovative work behaviour variable of 0.559. These results explain that the ability of the green hiring, green training, and green compensation variables to explain the green performance management system is 20.8%, while the ability of the green hiring, green training, green compensation and green performance management system variables to explain innovative work behaviour is 55.9%.

Table 7.
R-Square dan R-square Adjusted

| Variable | R-Square | R-Square Adjusted |
|---|----------|-------------------|
| green performance management system (Z) | 0,208 | 0,198 |
| innovative work behaviour (Y) | 0,559 | 0,551 |

Source: Data processed (2024)

The Q Square value for the model, taking into account the R Square value is:

$$\begin{aligned}
 QSquare &= 1 - [(1-0,208) \times (1-0,559)] \\
 &= 1 - (0,792 \times 0,441) \\
 &= 1 - 0,349 \\
 &= 0,651
 \end{aligned}$$

The Q-Square value of the calculation result is 0.651. The Q-Square value shows the magnitude of the diversity of research data that can be explained by the research model is 65.1%, while the remaining 44.9% is explained by other factors outside this research model.

Table 8.
Hypothesis Test

| | Hypothesis | Original Sampel | T-statistic | P-Value | Conclusion |
|----------------|---|--------------------|-------------|---------|------------|
| H ₁ | <i>green hiring → innovative work behaviour</i> | 0,152 | 2,833 | 0,005 | Supported |
| H ₂ | <i>green training → innovative work behaviour</i> | 0,205 | 3,922 | 0,000 | Supported |
| H ₃ | <i>green compensation → innovative work behaviour</i> | 0,382 | 5,544 | 0,000 | Supported |
| H ₄ | <i>green hiring → green performance management system → innovative work behaviour</i> | 0,062 | 2,107 | 0,036 | Supported |
| H ₅ | <i>green training → green performance management system → innovative work behaviour</i> | 0,061 | 2,010 | 0,046 | Supported |
| H ₆ | <i>green compensation → green performance management system → innovative work behaviour</i> | 0,063 | 2,118 | 0,035 | Supported |

Source: Data processed (2024)

The results of the hypothesis test (H₁) prove that green hiring has a significant effect on innovative work behaviour. The hypothesis test (H₂) prove that green training has a significant effect on innovative work behaviour. The hypothesis test (H₃) show that green compensation has a significant effect on innovative work behaviour. The hypothesis test (H₄) show that the green performance management system can mediate the influence of green hiring on innovative work behaviour in educational staff and educators at UWKS. The hypothesis test (H₅) show that the green performance management system can mediate the influence of green training on innovative work behaviour. The hypothesis test (H₆) show that the green performance management system can mediate the effect of green compensation on innovative work behaviour.

Discussion

The results prove that green hiring has a significant effect on innovative work behaviour. These results explain that when UWKS can properly carry out the recruitment process by including environmental criteria for prospective education personnel and educators, it can support the innovative behaviour demonstrated by these education personnel and educators while carrying out work activities at UWKS. Likewise, if UWKS tends to ignore environmental criteria in the recruitment process for prospective education personnel and educators, it will have an impact on the innovative behaviour demonstrated later on which will also be lacking during work activities. These results support research from Mensah et al. which revealed that recruitment is one of the steps to find a common understanding of the importance of environmental issues in work (Mensah et al., 2023). When individuals have a good understanding of the importance of protecting the environment and contributing to reducing environmental impacts, individuals become more innovative in doing their jobs. Adriana et al. added that through the recruitment process, institutions look for individuals who have habits that are in line with the institution's commitment to supporting sustainable development programs, so that later it can facilitate the work process carried out (Adriana et al., 2020). According to Musthaq & Jegadeeshwaran, the implementation of green HRM in educational institutions, especially in the recruitment process, can still in prospective education personnel that the institution is committed to protecting the environment. This can have a good impact on individuals to carry out work more efficiently through the implementation of new ideas or methods (Musthaq & Jegadeeshwaran, 2023).

The results prove that green training has a significant effect on innovative work behaviour. These results explain that training using an environmental approach can influence educational staff and educators at UWKS to be able to show better skills in work activities. On the other hand, if the environmental approach is less involved in the training process carried out on educational staff and educators at UWKS, it can have an impact on skills that are also less good. With the environmental approach involved in training individuals, individuals become more skilled than just doing their jobs well, but also maintaining the environment and avoiding behaviour that can damage and have an impact on pollution of the work environment. According to Musthaq & Jegadeeshwaran, the skills and knowledge acquired by individuals during green training can encourage individuals to be more courageous in implementing these skills in work activities (Musthaq & Jegadeeshwaran, 2023). That way, the work

done becomes more efficient because the work environment is maintained and individuals still feel comfortable with their work.

The results show that green compensation has a significant effect on innovative work behaviour. These results explain that educational staff and educators will be able to increasingly demonstrate better skills during work if UWKS can provide better compensation, especially for individuals who can implement environmental concepts in their work. These results explain that the awards given to individuals who can show their contribution in protecting the environment, such as more efficient use of energy and not adding waste, are an encouragement for individuals to show better ways of working. In this case, it is important for institutions such as UWKS to be able to apply appropriate and fair compensation. As explained by Hadjri et al. that the application of the environmental concept in providing compensation requires institutional effort so that it can have an impact on individuals who are increasingly motivated to contribute better work (Hadjri et al., 2020).

The results show that the green performance management system can mediate the influence of green hiring on innovative work behaviour in educational staff and educators at UWKS. These results explain that the recruitment process with an environmental approach can encourage UWKS to be able to innovate in the performance management system that also includes environmental elements to be more effective, so that educational staff and educators can have a good understanding of efforts to preserve the environment while working. The results of this study are in line with the statement from Martins et al. that green HRM activities including the recruitment process need to be known and included in the performance management system (Martins et al., 2021). This is intended so that individuals or personnel involved in the institution can feel the benefits and have an impact on increasing contributions to the institution. Mehta & Chugan stated that green hiring requires a performance management system that also uses an environmental approach to complement the implementation of green HRM in an institution (Mehta & Chugan, 2015). This is meant by the use of environmental-based performance standards and indicators, so that individuals understand the value of environmental aspects that are the goals of the agency and have the same understanding so that the work process becomes easier because they are able to work with more effective methods.

The results show that the green performance management system can mediate the influence of green training on innovative work behaviour. These results explain that the implementation of the performance assessment system becomes more effective if the training process carried out by UWKS also supports the environmental concept so that it creates the same understanding with educational staff and educators and has an impact on increasing the ability to carry out work more effectively with new methods that are owned. The results of this study support the statement of Wulandari & Nawangsari that the environmental concept can be implemented in the training process if there is support from a performance management system that has also been integrated with the environmental concept (Nawangsari & Sutawidjaya, 2019). This is intended so that the effectiveness of the training can be achieved and form individuals who understand and behave in accordance with the environmental concept that is a priority of the institution (Jabbour & De Sousa Jabbour, 2016).

The results show that the green performance management system can mediate the effect of green compensation on innovative work behaviour. These results explain that the implementation of an environmental performance management system can be more effective in providing an impact on the initiative behaviour of educational staff and educators at UWKS if supported by the implementation of the same reward system. This explains that a reward system that can identify environmental management criteria can maintain and motivate individuals to demonstrate environmental initiatives in their work. The results of this study support the statement from Zoogah that providing compensation can be one of the efforts to maintain individual behaviour in an institution in accordance with the goals and values of the institution (Zoogah, 2016). The performance management system is an important thing because it can provide strategies and become a foundation for individuals in an institution to behave in a way that is appropriate for the progress of greening the environment (Jabbour & De Sousa Jabbour, 2016).

Conclusions

The conclusion of this research based on the results that have been explained are green hiring, green training, and green compensation have a significant positive effect on the innovative work behaviour of educational staff and educators at UWKS. green performance management system also has a mediating role in the influence of green hiring, green training, and green compensation on innovative work behaviour.

Based on the conclusions of the research results, UWKS can pay attention to environmental criteria in the recruitment process and prioritize prospective education personnel who agree with the values of the institution that tend towards environmental criteria. This can be done by explaining environmental criteria into values that

are easy to understand and implement in education services, such as efficient use of energy and resources. In addition, UWKS can try to evaluate the implementation of the performance management system that has not been good to provide punishment to individuals who have not been able to carry out work initiatives based on environmental criteria. This effort can be done by inviting educational staff to also participate, provide opinions, so that the results can be known and understood together to be implemented responsibly.

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