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The Effect of Green Recruitment, Green Training, And Green Compensation and Reward on Employee Green Behavior (Study on Employees In Meruya Selatan Village)

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ABSTRACT

This study is to analyze the effect of Green Recruitment, Green Training, and Green Compensation and Reward on Employee Green Behavior (Study on Employees in Meruya Selatan Village). The population in this study were employees working in Meruya Selatan Village and the sample used was 137 respondents with. Determination of sample size using saturated sampling technique. This study uses quantitative research type then the analysis method used is Partial Least Square (PLS). The results show that the green compensation and reward variables have a positive and significant effect on employee green behavior. While the green recruitment variables and green training variables have a positive and insignificant effect on employee green behavior.

Keywords: Green Recruitment; Green Training; Green Compensation and Rewards; Employee Green Behavior

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INTRODUCTION

The environment is part of the integrity of human life so it must be viewed as one of the components of the ecosystem that has value to be appreciated, the environment has value in itself (Indarjani, 2020:70). Environmental problems are natural problems, but now they can no longer be said to be natural problems because humans provide very significant causal factors in terms of variables for environmental events. (Azami and Kustanto, 2023).

One approach to reducing environmental damage is through the implementation of Green Guman Resource Management (GHRM). GHRM aims to create a balance between human resource management and environmental sustainability. Increasing environmental damage underscores the importance of implementing GHRM in companies, including to influence employees' environmentally friendly behavior (Ngadi, Wening, and Handayani, 2024).

In the successful efforts to become a company that implements the principle of "green" or sustainability, will depend on the implementation of its operations, namely employees. One of the things that operational implementers must have is behavior (behavior) which supports (Ali Imron, 2022). Application of the concept employee green behavior in government agencies assist in implementing environmental performance programs by creating green employees who can appreciate and identify environmental issues.

Meruya Selatan Subdistrict is a government agency engaged in public services that must improve services and follow technological developments. Meruya Selatan Subdistrict has implemented the principle of "green" includes the construction of sidewalks in collaboration with the West Jakarta Bina Marga Sub-dept., TPS 3R, and the Meruya Selatan Sub-district area selected by the West Jakarta City Government (Pemkot) Administration to be used as land for planting yellow-flowered tabebuya trees on land assets of the DKI Jakarta Regional Government.

In the current environment, living things will continue to grow and develop, although there is a lack of awareness for each individual to protect the environment is very high. This can be seen from the fact that there are still employees who do things that have a major impact on environmental health. The Meruya Selatan Village Office continues to be committed to reducing environmental pollution problems by working together with employees who work in it, as can be seen from the sections and total number of employees shown in Table 1.1, namely

Table1.1 Details of Number of Employees

<i>Part</i>	<i>Employee</i>
<i>ASN Staff of South Meruya Subdistrict</i>	8
<i>Civil Registry Staff of Meruya Selatan Subdistrict</i>	8
<i>Staff of the Civil Service Police Unit of South Meruya Subdistrict</i>	7
<i>PJLP PPSU, South Meruya Subdistrict</i>	84
<i>PJLP RPTRA, South Meruya Subdistrict</i>	30
<i>Amount</i>	137

(Source: internal data from the Meruya Selatan Sub-district Office)

Based on the data in table 1.1, it is known that the total number of employees in Meruya Selatan Village is 137 employees. The phenomenon raised in this study is to examine the awareness and concern of government agencies and individual employees in Meruya Selatan Village regarding the importance of preserving the surrounding environment and how environmental practices are implemented. Green Human Resource Management (GHRM) on employees and its impact on Employee Green Behavior.

Previous studies and research on Employee Green Behavior which has been done by quite a number of previous researchers. According to Dewi (2023), a clean work environment will certainly provide many benefits, one of the things that must be applied to employees is the implementation employee green behavior. Employee green behavior is employee behavior that has a positive impact on the environment and plays a role in reducing the negative impact of human resource actions on the environment.

According to Zacher, et al (2023), explaining environmental sustainability is an ethical and strategic imperative for organizations. More and more employees are interested, encouraged, or instructed to act in an environmentally friendly manner. Organizational scholars study the individual-level antecedents of pro-environmental employees. There are three related objectives, namely presenting a comprehensive review of research on EGB, Developing an integrative conceptual model of EGB as the core of organizational environmental sustainability, and concluding with recommendations for future theory development and methodological improvements, as well as practical implications for employees, leaders, and human resource management.

According to Jian, et al (2020), Pro-environmental green behavior is a topic that is increasingly studied in the work context. Based on predictions from job design theory, we have modeled the levels of important job characteristics within and across individuals along with baseline levels of pro-environmental attitudes, namely that the strongest predictor of employee task-related and proactive green behavior is coworker social support at the inter-individual level, while the strongest predictor of employee counterproductive green behavior is inter-individual job autonomy. The results of this study have implications for the development of job design interventions to encourage (prevent) positive (negative) employee green behavior.

LITERATURE REVIEW

Employee Green Behavior

According to Resti (2020), he stated that Employee Green Behavior is an individual activity in minimizing harmful impacts on the environment and utilizing the environment in their activities. In practice, this behavior can be reflected in simple employee activities, such as using enough water, turning off lights when not in use, saving paper use and so on.

Green Recruitment

Green Recruitment is the process of recruiting prospective candidates which is carried out online. online to produce prospective employees who are suitable for the position desired by the company and in this process the company also creates criteria regarding the environment in obtaining candidates who know about the environment and in this process it is hoped that the impact on the environment can be minimized (Sinaga, 2020).

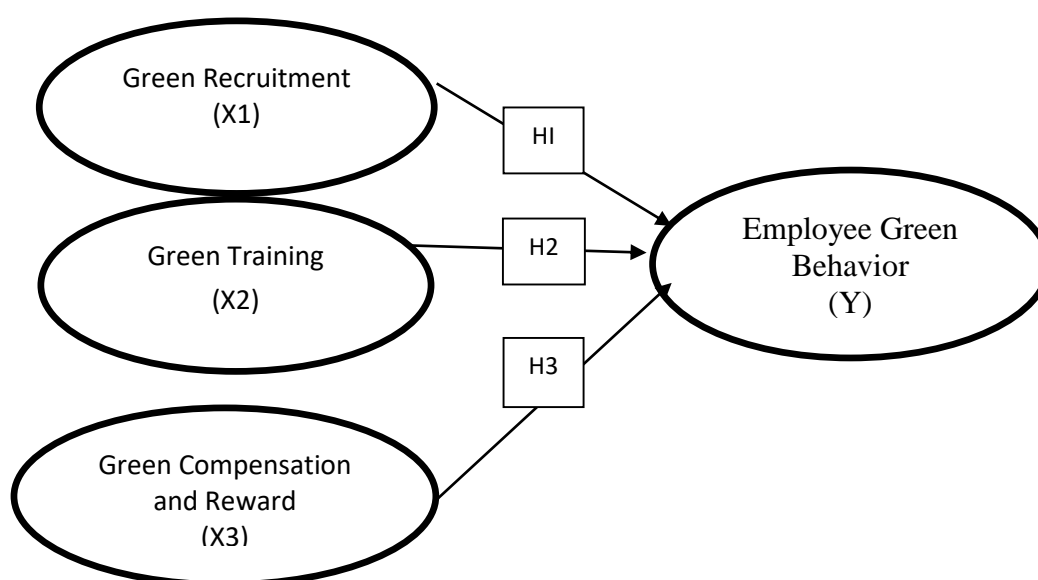
Green Training

Green Training is training that educates and trains employees to master work methods that save energy, reduce waste, use environmental awareness in the organization, and provide opportunities to involve employees in solving environmental problems (Arumingtyas, 2022).

Green Compensation And Reward

Green compensation is a motivational tool that can encourage employees to work harder and in accordance with what the company wants. And to achieve green organizational goals can be improved by giving awards to employees for their environmentally friendly performance (Arumingtyas, 2022).

Figure 2.1 Conceptual Framework



Source: Data processed by researchers (2023)

Information:

1. H1: Green Recruitment has a positive and significant effect on Employee Green Behavior
2. H2: Green Training has a positive and significant effect on Employee Green Behavior
3. H3: Green Compensation and Reward has a positive and significant impact on Employee Green Behavior

METHOD

Time and Place of Research

The research time in this study was carried out from August 2023 to May 2024. This research process took data and place at the Meruya Selatan Village Office. A government agency located at Jalan Meruya Selatan No.7 RT.002 / RW.02, Meruya Selatan, Kembangan, West Jakarta City.

Research design

This study uses a causal research method. Causal relationship analysis is a relationship that is

causal in nature which aims to find out about the influence of one or more independent variables (dependent variables) to the dependent variable (Variable Dependent). The purpose of this causal research is to find out how big the influence is Green Recruitment, Green Training, Green Compensation and Rewards to Employee Green Behavior. The research conducted is a quantitative research method.

Population and Sample

According to Sugiyono (2022:80), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were 137 employees of Meruya Selatan Village.

According to Sugiyono (2022:81), a sample is part of the number and characteristics possessed by the population. Technique sampling used in this study is non probability sampling. In this study, the researcher used the technique sampling saturated, This technique was chosen because the number of employee population working in Meruya Selatan Village is 137 people.

Data Collection Techniques and Instrument Development

The research method in this study is a survey technique, by distributing questionnaires (Google Form) which contains several questions for respondents and can only be answered with one of several answer choices provided by the researcher.

Table 3.1 Operationalization Table of Variables

Variables	Dimensions	Indicator	Measurement Scale
Employee Green Behavior(Y) Sutawidjaya, et al (2022)	1. Pro-Ecological Behavior	a. Employees have awareness to protect the environment	Ordinal
		b. Employees have the behavior of throwing garbage in its place	
	2. Thrifty Behavior	a. Employees have awareness to save energy	
		b. Employees make improvements that result incost reduction	
	3. BehaviorAltruistic	a. Employees empathize with fellow employees who are experiencing misfortune	
		b. Employees make improvements that result incost reduction	

Variables	Dimensions	Indicator	Measurement Scale
	4. Fair Conduct Behavior	a. Employees raise funds if a fellow employee experiences a disaster. b. Employees are involved in waste management in accordance with functions and regulations.	
Green Recruitment(X1)	1. Basic recruitment rules	a. There are clear rules b. General requirements c. Special requirements	Ordinal
The Greatest Showman (2021)	2. Recruitment sources	a. Work experience b. Work performance	
	3. Recruitment methods	a. Ability test b. Academic potential	
Green Training(X2)	1. Instructor	a. Adequate competence b. Motivating participants c. Need for feedback	Ordinal
The Greatest Showman (2021)	2. Participant	a. Enthusiasm for following training b. The desire to understand	
	3. Method	a. Training methods according to the type of training b. Effective suitability of methods to materials	
	4. Material	a. Adding capabilities b. Suitability of materials to training objectives	
	5. Training Objectives	a. Training participant skills b. Training participants' understanding	
Green Compensation and Reward(X3)	1. Direct compensation	a. Wages b. Wages c. Incentive d. Bonus	Ordinal

Variables	Dimensions	Indicator	Measurement Scale
Rudianto (2021)	2. Indirect Compensation	<i>a.</i> Payment for time not worked <i>b.</i> Payment against danger <i>c.</i> Employee service program <i>d.</i> Payments required by law	

Source: Data processed 2023

Data Analysis Method

This study uses statistical data analysis in this study carried out using Smart-PLS 3.0 software starting from model measurement, model structure, to hypothesis testing. Partial Least Square (PLS) is a variant-based SEM statistical method to overcome multiple regression (Ghozali, 2021).

RESULTS AND DISCUSSION

Respondent Description

Based on the results of research conducted on 137 respondents, namely employees working in Meruya Selatan Village, a description of the characteristics of the respondents can be seen based on gender, age, occupation, and length of service.

Table 4.1
Respondent Characteristics Based on Gender

No	Gender	Frequency	Percentage (%)
1	Man	100	73%
2	Woman	37	27%
Amount		137	100%

Source: Data processed by the author, 2024

Table 4.2
Respondent Characteristics Based on Age

No	Age	Frequency	Percentage (%)
1	20 – 30 Years	22	16.1%
2	30 – 40 Years	59	43.1%
3	> 40 Years	57	41.6%
Amount		137	100%

Source: Data processed by the author, 2024

Table 4.3
Respondent Characteristics Based on Occupation

No	Work	Frequency	Percentage (%)
1	ASN Staff of South Meruya Subdistrict	8	5.8%
2	Civil Registry Staff of Meruya Selatan Subdistrict	8	5.8%
3	Staff of the Civil Service Police Unit of South Meruya Subdistrict	7	5.1%
4	PJLP PPSU, South Meruya Subdistrict	84	61.3%
5	PJLP RPTRA, South Meruya Subdistrict	30	21.9%
Amount		137	100%

Source: Data processed by the author, 2024

Table 4.4
Respondent Characteristics Based on Length of Service

No	Age	Frequency	Percentage (%)
1	< 1 Year	4	2.9%
2	1-5 Years	35	25.5%
3	6-10 Years	81	59.1%
4	> 10 Years	17	12.4%
Amount		137	100%

Source: Data processed by the author, 2024

Variable Description

Descriptive statistics are used to interpret the magnitude of the average, highest value, lowest value and standard deviation of the research variables. The statistics obtained in this study can be described that from a total of 32 questions given to 137 respondents regarding the Influence Green Recruitment, Green Training, And Green Compensation and Reward To Employee Green Behavior (Study on Employees in Meruya Selatan Subdistrict) obtained the following results:

Table 4.5
Variable Answer Description Green Recruitment

No	Statement	N	Mean	Std dev
1	My company has clear rules in publishing job vacancies that have been set by the government.	137	4.69	0.478
2	I feel that the general requirements set out in the recruitment rules in this company are relevant and in accordance with the needs of the job openings.	137	4.65	0.479
3	I feel that the specific requirements outlined in the recruitment rules at this company are objective and not biased towards any particular group or individual.	137	4.65	0.523
4	I feel that the recruitment sources used by this company have relevant work experience in the same or similar field.	137	4.61	0.520
5	The recruitment sources used by this company have a good track record of work performance.	137	4.61	0.505
6	The ability tests used in the recruitment process by this company provide an accurate picture of potential and qualifications.	137	4.65	0.509
7	The academic potential assessment used in the recruitment process by this company must have the knowledge, skills and academic qualifications required for the job to be filled.	137	4.64	0.498
TOTAL			4.64	

Source: data processed from questionnaires (2024)

Table 4.6
Variable Answer DescriptionGreen Training

No	Statement	N	Mean	Std. dev
1	Instructors have adequate competence in the field of sustainability and the environment so that they have a good command of the material, and are able to explain the concepts of environmental friendliness, energy efficiency, and sustainable work practices effectively to training participants.	137	4.72	0.449
2	Instructors can motivate training participants to develop their abilities.	137	4.64	0.483
3	The instructor always provides feedback by showing questions regarding the training material to participants.	137	4.66	0.476
4	I am enthusiastic about participating in training organized by related agencies.	137	4.63	0.485
5	The training materials provided by the instructor helped me to achieve the desired goals.	137	4.64	0.483
6	The training I attended used learning methods that were appropriate to the topic of sustainability, such as simulations of environmentally friendly practices.	137	4.61	0.585
7	The method used is very effective in implementing the training provided.	137	4.64	0.498
8	Training materials are tailored to your needs, so they can support the work you do.	137	4.68	0.484
9	The training materials provided are in accordance with the goals the company wants to achieve.	137	4.65	0.494
10	The training I attended was basically aimed at providing work-related skills and knowledge.	137	4.62	0.487
11	I feel the benefits of the Training Program that I participated in in order to improve quality and productivity.	137	4.66	0.474
TOTAL			4.65	

Source: data processed from questionnaires (2024)

Table 4.7
Descriptive Variables Green Compensation and Reward

No	Statement	N	Mean	Std. dev
1	The company where I work, in providing a monthly salary to employees is quite decent according to job placement and provides additional incentives for employees who contribute to sustainability initiatives and environmentally friendly practices in the workplace.	137	4.76	0.429
2	I receive wages according to my work abilities.	137	4.67	0.487
3	The provision of incentives to me is in accordance with applicable company regulations, including additional awards for contributions in supporting sustainability initiatives and the implementation of environmentally friendly practices.	137	4.58	0.564
4	The bonuses given by the company where I have worked so far can increase work enthusiasm in working.	137	4.61	0.586
5	The company provides payment for time not worked such as sickness, leave, pregnancy, accident, etc.	137	4.65	0.589
6	The company provides protection in the form of payments against dangers such as BPJS Health	137	4.72	0.453
7	The company provides employee service programs such as recreation programs, providing uniforms, etc.	137	4.66	0.518
8	The company provides convenience for employees to fulfill payments required by law such as taxes.	137	4.68	0.469
	TOTAL		4.67	

Source: data processed from questionnaires (2024)

Table 4.8
Descriptive Variables Employee Green Behavior

No	Statement	N	Mean	Std. dev
1	I have the awareness to maintain cleanliness of the environment in the workplace	137	4.76	0.563
2	I throw the trash in its place	137	4.77	0.572
3	I reduce energy consumption by turning off unused equipment.	137	4.72	0.591
4	I maximize the life of office equipment through repair and maintenance.	137	4.71	0.596
5	My company raises funds in case an employee experiences a disaster.	137	4.70	0.646
6	I am involved in waste management in accordance with the functions and regulations in the work environment.	137	4.69	0.508
	TOTAL		4.73	

Source: data processed from questionnaires (2024)

Measurement Model Test Results (Outer Model)

1. Convergent Validity

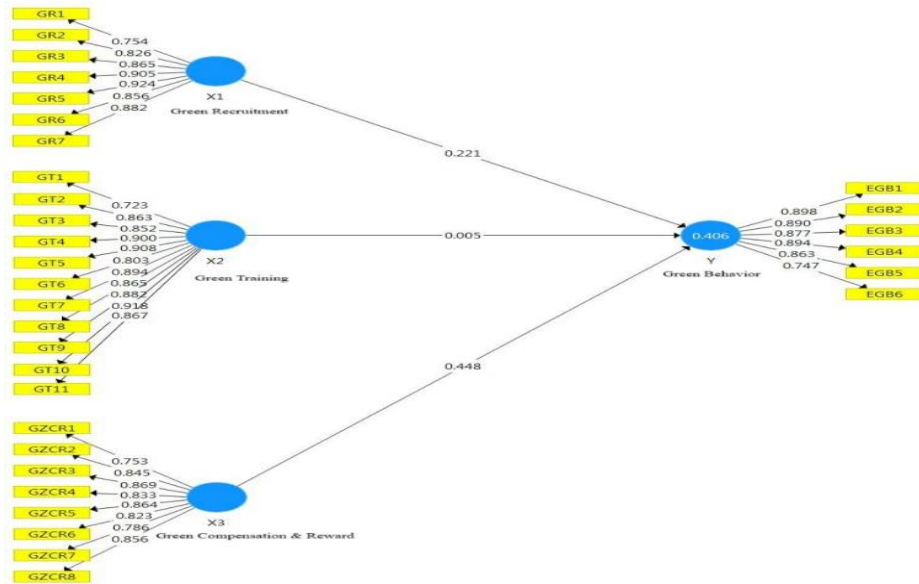
Convergent validity testing of each construct indicator calculated using PLS (Partial Least Square). According to Sugiyono (2020), an indicator is said to have good validity if the value loading factor ≥ 0.7 . The following is a description of the test results convergent validity on variable Green Recruitment, Green Training, Green Compensation and Rewards, and Green Employee Behavior.

Table 4.9
Test Results Convergent Validity

Variable	Indicator	Outer Loading	Information
Green Recruitment	GR1	0.754	Valid
	GR2	0.826	Valid
	GR3	0.865	Valid
	GR4	0.905	Valid
	GR5	0.924	Valid
	GR6	0.856	Valid
	GR7	0.882	Valid
Green Training	GT1	0.723	Valid
	GT2	0.863	Valid
	GT3	0.852	Valid
	GT4	0.900	Valid
	GT5	0.908	Valid
	GT6	0.803	Valid
	GT7	0.894	Valid
	GT8	0.865	Valid
	GT9	0.882	Valid
	GT10	0.918	Valid
	GT11	0.867	Valid
Green Compensation and Reward	GCR1	0.753	Valid
	GCR2	0.845	Valid
	GCR3	0.869	Valid
	GCR4	0.833	Valid
	GCR5	0.864	Valid
	GCR6	0.823	Valid
	GCR7	0.786	Valid
	GCR8	0.856	Valid
Green Employee Behavior	EGB1	0.898	Valid
	EGB2	0.890	Valid
	EGB3	0.877	Valid
	EGB4	0.894	Valid
	EGB5	0.863	Valid
	EGB6	0.747	Valid

Source: PLS Output, 2024

Figure 4.1 PLS Algorithm Results



Source: PLS Output, 2024

2. Discriminant Validity

Testing discriminant validity, reflective indicators can be assessed based on cross loading between the indicator and its construct. An indicator is declared valid if it has the highest loading factor value for the intended construct compared to the loading factor for other constructs, then the latent construct predicts the size of their block better than the size of other blocks.

Table 4.10 Test Results Discriminant Validity (Cross loadings)

<i>Variables</i>	<i>Green Recruitment</i>	<i>Green Training</i>	<i>Green Compensation and Reward</i>	<i>Employee Green Behavior</i>
GR1	0.754	0.681	0.541	0.335
GR2	0.826	0.787	0.666	0.498
GR3	0.865	0.754	0.648	0.474
GR4	0.905	0.747	0.698	0.553
GR5	0.924	0.758	0.681	0.533
GR6	0.856	0.717	0.628	0.448
GR7	0.882	0.761	0.703	0.527
GT1	0.572	0.723	0.568	0.430
GT2	0.809	0.863	0.701	0.495
GT3	0.755	0.852	0.684	0.482
GT4	0.782	0.900	0.737	0.514
GT5	0.764	0.908	0.677	0.543
GT6	0.649	0.803	0.568	0.409
GT7	0.726	0.894	0.680	0.436

GT8	0.731	0.865	0.607	0.395
GT9	0.766	0.882	0.688	0.419
GT10	0.815	0.918	0.737	0.510
GT11	0.787	0.867	0.767	0.520
GCR1	0.545	0.614	0.753	0.476
GCR2	0.673	0.682	0.845	0.553
GCR3	0.777	0.748	0.869	0.524
GCR4	0.692	0.689	0.833	0.490
GCR5	0.572	0.604	0.864	0.666
GCR6	0.553	0.609	0.823	0.462
GCR7	0.592	0.588	0.786	0.360
GCR8	0.658	0.688	0.856	0.496
EGB1	0.469	0.440	0.509	0.898
EGB2	0.455	0.433	0.509	0.890
EGB3	0.432	0.472	0.447	0.877
EGB4	0.503	0.491	0.522	0.894
EGB5	0.481	0.485	0.569	0.863
EGB6	0.558	0.494	0.610	0.747

Source: PLS Output, 2024

Based on the data in table 4.11, each indicator has a value cross loading is higher than the correlation value of other indicators and can be called valid.

Other methods of assessing discriminant validity is by comparing the square root of average extracted (AVE) value of each construct with the correlation between constructs with other constructs in the model. If the AVE value > 0.5 then it is declared valid.

Table 4.11 Average Variance Extracted (AVE) Value

<i>Variables</i>	<i>Average Variance Extracted(AVE)</i>
Green Recruitment	0.740
Green Training	0.744
Green Compensation and Reward	0.688
Employee Green Behavior	0.745

Source: PLS Output, 2024

Based on table 4.12, it can be concluded that all variables have an AVE value above 0.50, which means that the values of all latent variables are valid and reliable.

Test The next discriminant validity is to use the Fornell-Larcker Criterion value. If the square root value of AVE for each construct is greater than the correlation value between constructs with other constructs in the model, then the model is said to be good. The

following are the results of the Fornell-Larcker Criterion test:

Table 4.12 Test Results Discriminant Validity (Fornell Larcker Criterium)

<i>Variables</i>	<i>Green Recruitment</i>	<i>Green Training</i>	<i>Green Compensation and Reward</i>	<i>Employee Green Behavior</i>
<i>Green Recruitment</i>	0.863			
<i>Green Training</i>	0.620	0.830		
<i>Green Compensation and Reward</i>	0.567	0.762	0.860	
<i>Employee Green Behavior</i>	0.548	0.786	0.863	0.863

Source: PLS Output, 2024

Based on table 4.13 above, from the test results fornell larcker criteria This shows that each AVE square root value \geq the correlation between the construct and other constructs. In the Variable Green Recruitment And Employee Green Behavior There are two columns in the diagonal of the table fornell larcker criteria having the same value means that the square root of the AVE for both variables is identical and indicates that both variables have the same level of variance explained by the indicators. Thus it can be concluded that all latent variables already have Good Discriminant Validity.

3. Composite Reliability

Testing composite reliability aims to test the reliability of the instrument in a research model. The construct is stated to have good reliability or the questionnaire used as a research tool is consistent, if the composite reliability value is consistent for all variables. cronbach alpha ≥ 0.7 all constructs can be said reliable (Hair et al., 2021). In this study, the test results composite reliability shows the following output.

Table 4.13 Reliability Test Value

<i>Variables</i>	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>	<i>Information</i>
<i>Green Recruitment</i>	0.952	0.941	Reliable
<i>Green Training</i>	0.970	0.965	Reliable
<i>Green Compensation and Reward</i>	0.946	0.935	Reliable
<i>Employee Green Behavior</i>	0.946	0.931	Reliable

Source: PLS Output, 2024

Based on table 4.14, it shows that the test result values composite reliability and cronbach's alpha on each latent variable show a value of ≥ 0.70 . Thus it is concluded that the indicators used in this study have met the reliability test, so it can be concluded that all variables tested have a good level of reliability and are worthy of further analysis.

Structural Model Testing Results (Inner Model)

1. R-Square

Table 4.14 Mark R-Square or R²

<i>Variables</i>	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Employee Green Behavior</i>	<i>0.406</i>	<i>0.393</i>

Source: PLS Output, 2024

Based on table 4.15 shows the value R-square for the Employee Green Behavior variable was obtained at 0.406. This result shows that the Employee Green Behavior variable is 40.6% by the Green Recruitment, Green Training, and Green Compensation and Reward variables based on the answers put forward by the respondents. While the remaining 59.4% is explained by other variables not included in this study.

2. Fit Model

Measurement fit model what is needed is the value of SRMR, the value and the value Chi-Square derived from the algorithm output in Smart PLS 3.0. The structural model is said to be fit, if the SRMR value is <0.10, the NFI value is said to be fit if it has a value range of <0.90, and the Chi-Square value is said to be fit if it has a value range of >0.05 which can be indicated that the research model is good (Ghozali & Latan, 2020:78).

Table 4.15 Model Fit Value

	<i>Saturated Model</i>	<i>Estimated Model</i>
<i>SRMR</i>	<i>0.065</i>	<i>0.065</i>
<i>NFI</i>	<i>0.745</i>	<i>0.745</i>
<i>Chi-Square</i>	<i>1,397</i>	<i>1,397</i>

Source: PLS Output, 2024

Based on table 4.16 shows the SRMR value smaller than 0.10, NFI value is smaller than 0.90, and Chi-Square is greater than 0.05. These results indicate that the research model is good.

3. Q-Square

The next criteria is to evaluate (Q²) to measure how well the observation values are generated from the structural model. According to Hair et al (2021), if the Q² value > 0 for a particular endogenous latent variable indicates that the PLS-SEM path model has a good value predictive relevance:

- If the Q² value is ≤ 0.02 and < 0.15 then predictive relevance is relatively small (small).
- if the Q² value is ≤ 0.15 and < 0.35 then predictive relevance is classified as medium.

Table 4.16 Mark Q-Square or Q ²	
Variables	Q-Square or Q ²
Employee Green Behavior	0.273

Source: PLS Output, 2024

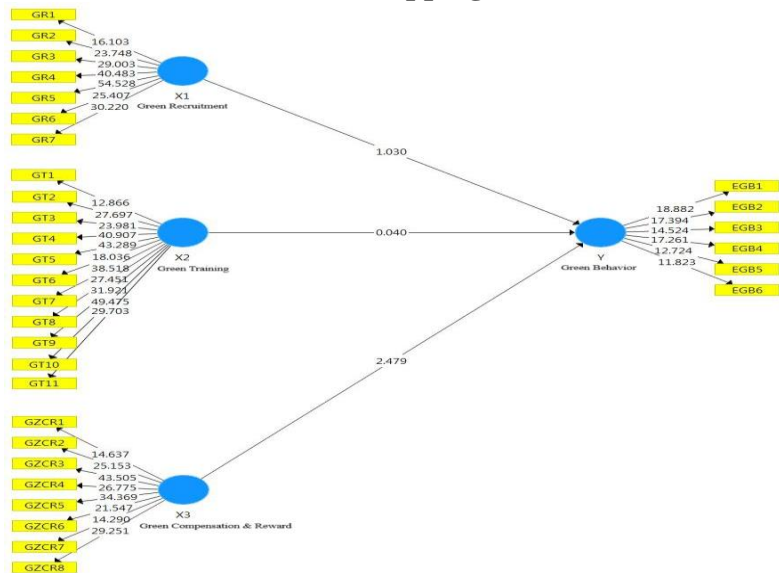
Thus, this model is said to have moderate relevant predictive value and is worthy of use. This indicates that the model has very good predictive ability and can be relied on for further analysis.

4. Path Coefficient (Hypothesis Test)

Table 4.17 Hypothesis Test Results					
	Original Sample(O)	Sample Mean(M)	Standard Deviation(STDEV)	T-Statistics	P Values
Green Recruitment -> Employee Green Behavior	0.221	0.273	0.215	1,030	0.304
Green Training -> Employee Green Behavior	0.005	-0.010	0.135	0.040	0.968
Green Compensation & Rewards -> Employee Green Behavior	0.448	0.435	0.181	2,479	0.014

Source: PLS Output, 2024

Figure 4.2
Results Bootstrapping Test



Source: PLS Output, 2024

Discussion of Research Results

Influence Green Recruitment on Employee Green Behavior (H1)

Based on the hypothesis test in this study, the T-value results were obtained. statistic of 1.030, the original sample value of 0.221, and the P Values value of 0.304. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a strong positive

relationship, and the P Values value shows more than 0.05, these results indicate that Green Recruitment has no effect on Employee Green Behavior. This shows that the first hypothesis (H1) is rejected. The results of this study are in line with research conducted Sholeh, RM, & Waskito, J. (2024), who stated Green Recruitment has no influence on Employee Behavior. The results of the study showed that Green Recruitment has no influence on Employee Green Behavior, because the indicators in this study are not significant enough to influence the occurrence of Green behavior of prospective employees that can minimize harmful impacts on the environment and contribute to the use of resources in the work environment.

Influence Green Training on Employee Green Behavior (H2)

Based on the hypothesis test in this study, the T-value results were obtained. statistic of 0.040, the original sample value of 0.005, and the P Values value of 0.968. The T-statistic value is smaller than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows more than 0.05, these results indicate that Green Training has no effect on Employee Green Behavior. This shows that the second hypothesis (H2) is rejected. The results of this study contradict the research conducted Aniqoh, Probosari, and Hery Sutanto (2022) in their research stated that Green Training has an influence in increasing employee voluntary green behavior. This means that the better the Green Training, the better the employee's green behavior. Employee Green Behavior. The results of the study showed that Green Training has no influence on Employee Green Behavior where the indicators in this study do not sufficiently influence the implementation of environmental concepts carried out in organizations or companies so that employees have a sense of concern for the environment and employees can develop their competence and skills to have an environmentally friendly attitude.

Influence Green Compensation And Rewards for Employee Green Behavior (H3)

Based on the hypothesis test in this study, the T-value results were obtained. statistic of 2.479, the original sample value of 0.448, and the P Values value of 0.014. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, these results indicate that Green Compensation and Reward have a positive and significant effect on Employee Green Behavior. This shows that the third hypothesis (H3) is accepted. The results of this study are in line with research conducted by Saputro & Nawangsari, (2021) showing that Green Compensation and Reward have a positive and significant effect on Organizational Citizenship Behavior for Environment (OCBE), which reflects employee green behavior. This means that the higher the Compensation and Rewards based on environmental aspects can increase environmentally friendly behavior by employees.

CONCLUSION

1. Green Recruitment has no effect on employee green behavior (Employee Green Behavior). In other words, even if companies implement environmentally friendly practices in recruitment, such as prioritizing candidates with sustainability values, these steps are considered insufficient to change or shape employee behavior in supporting environmental goals in the workplace..
2. Green Training has no effect on employee green behavior (Employee Green Behavior). Training designed to increase employee awareness and skills about sustainability practices does not directly affect their behavior in the workplace. Training needs to be integrated

with company policies, incentives, and work culture that support green practices to ensure more significant results.

3. Green Compensation and Reward has a positive and significant effect on Employee Green Behavior. The higher compensation and rewards based on environmental aspects can increase environmentally friendly behavior by employees. Compensation and reward systems that focus on sustainability have a real and important impact on encouraging employees to behave environmentally friendly in the workplace.

Suggestion

1. Suggestions for Meruya Selatan Subdistrict, based on research results:

- a. For variables Green Recruitment, based on the results of the bootstrapping test where the indicator with the highest value of 52.528 in the Statement "Recruitment sources used by this company have a good track record of work performance". It is recommended to the leadership and the Meruya Selatan Village to re-ensure consistency with the company's sustainability goals, recruitment sources can be directed to instill green values in their curriculum, or professional communities that focus on sustainability.
- b. For variables Green Training, based on the results of the bootstrapping test where the indicator with the highest value is 49.475, in the statement "The training I attended was basically aimed at providing skills and knowledge related to work". It is recommended to the leaders and the Meruya Selatan Village to provide training including evaluations that measure behavioral changes and the application of green skills in the workplace after training, to ensure that sustainability goals are achieved.
- c. For variables Green Compensation and Reward, based on test results bootstrapping where the indicator that has the highest value of 29.251 is in the statement "The company provides convenience for employees to fulfill payments required by law such as taxes". It is recommended to the leadership and the Meruya Selatan Sub-district to improve and increase efforts Green Compensation and Reward so that organizations can make it easier to meet legal obligations such as taxes. Providing compensation related to contributions to green practices can increase employee engagement, as they feel valued for actions that support sustainability.

2. Suggestions for further researchers

Based on the results of this study, suggestions for further research as a reference are expected to be able to conduct research using other variables that have been proven to have an influence on employee green behavior (Employee Green Behavior) like Green Performance Management, Green Involvement and Empowerment, Green Transformational Leadership, Green Intellectual Capital. In addition, the number of samples is expanded again not only from the type of work alone can be developed again by using the expansion of the geographic location of the sample to include respondents from various regions so that the results of the research data test are more accurate, and focusing on adjusting the number of respondents related to changes in employment status to ensure data continuity better prioritize the participation of employees with a longer contract period because I as the author feel that there are still many shortcomings and limitations in completing this thesis.

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