

The Influence of Green Human Resource Management on the Corporate Sustainability through Green Innovation Mediation and Corporate Social Responsibility Moderation in PDAM Surya Sembada Surabaya City

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ABSTRACT

This study focuses on companies engaged in the processing and distribution of clean water for the general public in the city of Surabaya. The era of globalization and increasingly real climate change makes the two phenomena interrelated and have significant implications for the sustainability of the company. Companies are required to adapt to changing market demands and pay attention to environmental responsibility. This study aims to prove and analyze the relationship between green recruitment and selection, green training and development, green performance assessment, green reward and compensation, and corporate sustainability. The sample in this study is a company engaged in the processing and distribution of clean water for the general public in the city of Surabaya. Testing was carried out using SmartPLS with outer model test analysis and inner model test. The results of the study show that green recruitment and selection have a significant effect on green innovation, green recruitment and selection have no significant effect on corporate sustainability, green training and development have a significant effect on green innovation, green training and development have no significant effect on corporate sustainability, green performance assessment have a significant effect on green innovation, green performance assessment have no significant effect on corporate sustainability, green reward and compensation have no significant effect on green innovation, green reward and compensation have a significant effect on corporate sustainability, green innovation on corporate sustainability, green recruitment and selection have a significant effect on green innovation through corporate sustainability as an intervening variable, green training and development have a significant effect on green innovation through corporate sustainability as an intervening variable, green performance assessment have a significant effect on green innovation through corporate sustainability as an intervening variable, green reward and compensation have a significant effect on green innovation through corporate sustainability as an intervening variable, corporate social responsibility moderates not significantly the relationship between green innovation and corporate sustainability.

Keywords: *green recruitment and selection, green training and development, green performance assessment, green reward and compensation, corporate sustainability.*

INTRODUCTION

The era of globalization and climate change is increasingly evident, the two phenomena are interrelated and have significant implications for corporate sustainability. Companies are required to adapt to changing market demands and pay attention to environmental responsibility. The future success of the company is not only determined by financial, but also by the ability to operate sustainably, maintaining a balance between economic growth and environmental preservation.

With rapid population growth and urbanization in many developing countries, waste management has become a problem not only in rural areas but also in densely populated cities. A clear example of this growth outpacing infrastructure capacity is the situation in Indian urban

centers such as Delhi, where a Euronews report in May 2023 mentioned neighborhoods with "open sewers filled with plastic and gray water". Although the number of sewage treatment plants in operation doubled between 2014 and 2020, water treatment capacity is still very limited.

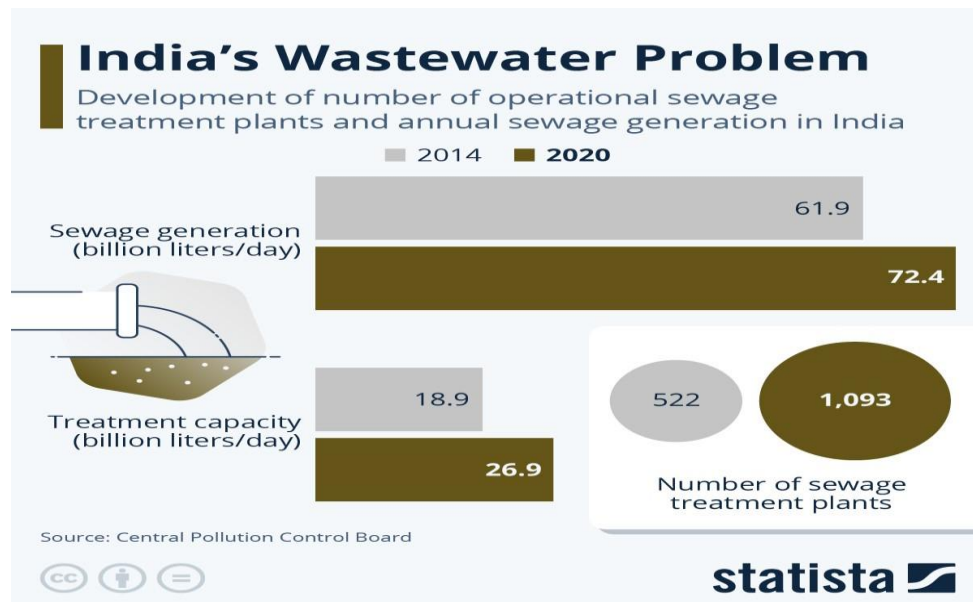


Figure 1. Waste Water Issues in India from 2014 - 2020

A total of 1,093 sewage treatment plants only have an operational capacity of 26.9 billion liters of wastewater per day, with around 400 plants either not operating or under construction based on the latest calculations in 2020/2021. This means only 37% of sewage is treated, exacerbating the risk of infectious diseases and contamination of food and drinking water.

The phenomenon of climate change has had a real impact on Surabaya residents. Water discharge in the upper Brantas River, the main source of raw water for PDAM Surya Sembada, has decreased dramatically. On the other hand, pollutant levels in the river are increasing, threatening the availability of clean water for Surabaya residents. This condition is exacerbated by the increasing levels of pollutants due to the slowing river flow. Based on monitoring by the Surabaya City Environmental Agency, in 2013, 69.45% of the river was lightly polluted, 22.22% moderately polluted and 8.33% heavily polluted. The monitoring was conducted using BOD and TSS parameters. Factors that affect the quality of clean water reaching customers are the amount of raw water polluting waste and the condition of distribution pipes. Approximately 30 percent of the water distributed to customers is contaminated with the surrounding environment that enters the distribution pipes. Contaminated water cases involving Regional Drinking Water Companies (PDAMs) often reflect major challenges in water resources management and public service delivery.

Contaminated water can come from poorly managed industrial, agricultural or domestic waste. PDAMs must face these challenges in ensuring that the water supplied to the community is safe for consumption. Data from the Department of Public Works shows that the national water demand is 272,107 liters per second, while the current drinking water capacity is 105,000 liters

per second. This has become a major focus of how Regional Drinking Water Companies (PDAMs) deal with pollution issues and ensure the availability of clean water.

The implementation of Green Human Resource Management (GHRM) is an approach that integrates sustainability principles in human resource management practices. According to (Renwick et al, 2013) defines GHRM as all policies and practices in human resource management that support environmental sustainability. This includes recruitment, training, and performance appraisals that focus on environmental issues. Green Human Resource Management (GHRM) has 4 principles, namely Green Recruitment and Selection is the process of recruiting and selecting employees who consider aspects of sustainability and environmental responsibility. Green Training and Development Environmental training and development as one of the main methods through which Human Resource Management develops environmental management support and initiatives states that the most significant impact on environmental awareness among employees is through environmental training.

Green performance assessment refers to assessing and recording employees' environmental performance throughout their career in the company and providing feedback on employee performance to prevent unwanted attitudes or reinforce exemplary behavior. Influenceive performance appraisals provide useful feedback to employees that can support continuous improvement in the company's environmental achievements. Performance appraisals have an impact on environmental management when companies have annual goals for pollution prevention and development of environmental innovations (Isrososiawan et al., 2021). Green Reward and Compensation is if achieving the greening goals of the organization can be enhanced by rewarding employees for their commitment to environmental practices. Organizations can use green reward management practices through linking participation in green initiatives with promotions or career advancement by providing incentives to encourage environmentally friendly practices such as recycling and waste management. In addition, it can be used to encourage some green creativity and innovation by asking employees to share innovative green ideas related to individual work (Isrososiawan et al., 2021).

Green innovation is essential in the face of global environmental challenges, such as climate change and resource depletion. By implementing green innovation, organizations can not only improve efficiency and reduce costs, but also contribute to the well-being of the planet and society (Singh et al., 2020). Green innovation is one of the important factors that can affect the sustainability of the company. Green innovation refers to the development of new products, services, or processes that are environmentally friendly. In addition, corporate social responsibility (CSR) is also an important variable in this context. As a moderating variable, CSR can moderate the relationship between green innovation and corporate sustainability. By implementing strong CSR, PDAM Surya Sembada Surabaya City can improve the company's image, strengthen relationships with stakeholders, and support the company's sustainability efforts (Malik et al., 2021).

THEORETICAL REVIEW

Human resource management is a strategic approach to managing and developing human resources in organizations, which aims to achieve organizational goals Influenceively and efficiently. (Michael Armstrong, 2011). Human resource management (HRM) is part of organizational management that focuses on the human element. This human element has

developed into a special field of science to study how to manage a special field of science to study how the process of utilizing human resources Influenceively and efficiently to achieve certain goals and can provide satisfaction for all parties. Human resource management is a field of management that studies the relationship and role of humans in organizations or companies. The focus studied in human resource management is issues related to human labor. Human resource management is an approach to managing human problems (Rekma Adi Maheswari, 2023).

Influence of Green Recruitment and Selection on Green Innovation

Results of the study (Shahzad et al., 2023), show that green HR practices affect green innovation, green culture, and green employees' behavior. Furthermore, the results also show that Green Innovation, green culture, and green employees' behavior affect the organization's sustainable performance.

H1 : The Influence of Green Recruitment and Selection on Green Innovation

Influence of Green Recruitment and Selection on Corporate Sustainability

Results of the study (Jamal et al., 2021) show the positive impact of three Green human resource management practices, namely environmentally friendly recruitment and selection, environmentally friendly salaries and rewards, and environmentally friendly employee engagement on corporate sustainability.

H2 : Influence of Green Recruitment and Selection on Corporate Sustainability

Influence of Green Training and Development on Green Innovation

Results of the study (Shahzad et al., 2023) show that green Human Resources practices affect Green Innovation, green culture, and green employees' behavior. Furthermore, the results also show that Green Innovation, green culture, and green employees' behavior affect the organization's sustainable performance.

H3 : Influence of Green Training and Development on Green Innovation

Influence of Green Training and Development on Corporate Sustainability

Research findings show a significant relationship between the independent variables (green recruitment and selection, green training, and green reward management) and corporate sustainability (Tamunomiebi et al., 2022).

H4 : Influence of Green Training and Development on Corporate Sustainability

Influence of Green Performance Assessment on Green Innovation

Results of the study (Lin et al., 2024) focus on how individuals can reduce the environmental impact of the organization. The sustainability of environmentally friendly human resource management (GHRM) practices and human resource (HR) operations has changed significantly in recent years. HR is an organization's most important asset.

H5 : Influence of Green Performance Assessment on Green Innovation

Influence of Green Performance Assessment on Corporate Sustainability

Based on the resource-based view theory, Green Human Resource Management practices consist of several factors including (green recruitment and selection, green training and development, green performance assessment, and green compensation) which can encourage environmental performance in the hospitality industry.

H6 : Influence of Green Performance Assessment on Corporate Sustainability

Influence of Green Reward and Compensation on Green Innovation

Results of the study (Shahzad et al., 2023) show that green HR practices affect green innovation, green culture, and green employees' behavior. Furthermore, the results also show that Green Innovation, green culture, and green employees' behavior affect the organization's sustainable performance.

H7 : Influence of Green Reward and Compensation on Green Innovation

Influence of Green Reward and Compensation on Corporate Sustainability

Results of the study (Jamal et al., 2021) show the positive impact of three Green Human Resource Management practices, namely environmentally friendly recruitment and selection, environmentally friendly salaries and rewards, and environmentally friendly employee engagement on corporate sustainability. The findings show the positive impact of three Green Human Resource Management practices, namely environmentally friendly recruitment and selection, environmentally friendly salaries and rewards.

H8 : Influence of Green Reward and Compensation on Corporate Sustainability

Influence of Green Innovation on Corporate Sustainability

Results of research conducted (Correia et al., 2024) show that Green Human Resource Management practices positively affect sustainable performance through green innovation. In addition, risk management significantly moderates the relationship between Green Human Resource Management practices and green innovation towards sustainable performance.

H9 : Influence of Green Innovation on Corporate Sustainability

Influence of Green Recruitment and Selection on Corporate Sustainability with Green Innovation as mediation.

The Influence of green human resource management practices on environmental sustainability concludes that recruiting employees who care about the environment will enable the company to achieve its sustainability agenda, on the other hand recruiting new talent also relates to human resources who have green innovation skills to develop new talent related to the environment and responsibility to the environment.

H10 : Influence of Green Recruitment and Selection on Corporate Sustainability with Green Innovation as mediation.

Influence of Green Training and Development on Corporate Sustainability with Green Innovation as mediation.

Specific green training and development practices such as staff training to produce green analysis of workspaces, implementation of job rotation to train future green managers, provision of specialized training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and retraining of staff who lost their jobs in relevant polluting industries.

H11 : Influence of Green Training and Development on Corporate Sustainability with Green Innovation as mediation.

Influence of Green Performance Assessment on Corporate Sustainability with Green Innovation as mediation.

Environmental criteria are included in employee performance appraisals, so an environmental performance culture can be encouraged within the organization. Therefore, individual employee performance will be taken together with environmental performance which affects the total amount of encouragement awards and flexible compensation that can be allowed for employees.

H12 : Influence of Green Performance Assessment on Corporate Sustainability with Green Innovation as mediation.

Influence of Green Reward and Compensation on Corporate Sustainability with Green Innovation as mediation.

Some companies have successfully compensated for outstanding environmental performance, practices and ideas by incorporating environmental criteria into salary reviews. Incentives and rewards can maximally influence employees' attention at work and motivate them to exert maximum effort to achieve organizational goals.

H13 : Influence of Green Reward and Compensation on Corporate Sustainability with Green Innovation as mediation.

Influence pf Green Innovation to Corporate Sustainability with Corporate Social Responsibility (CSR) as moderation

The results of the study (Wijonarko & Amaliyah, 2023) show that at PT Pelindo III, the Green Human Resource Management concept implemented has a role in transforming employee behavior into environmentally friendly employees. Ideas or initiatives on environmental prevention and management are implemented in Corporate Social Responsibility activities such as tree planting, mangroves, community empowerment in the form of tourist villages, hydroponic villages, and other activities.

H14 : Influence pf Green Innovation to Corporate Sustainability with Corporate Social Responsibility (CSR) as moderation.

The framework of this research can be described as follows :

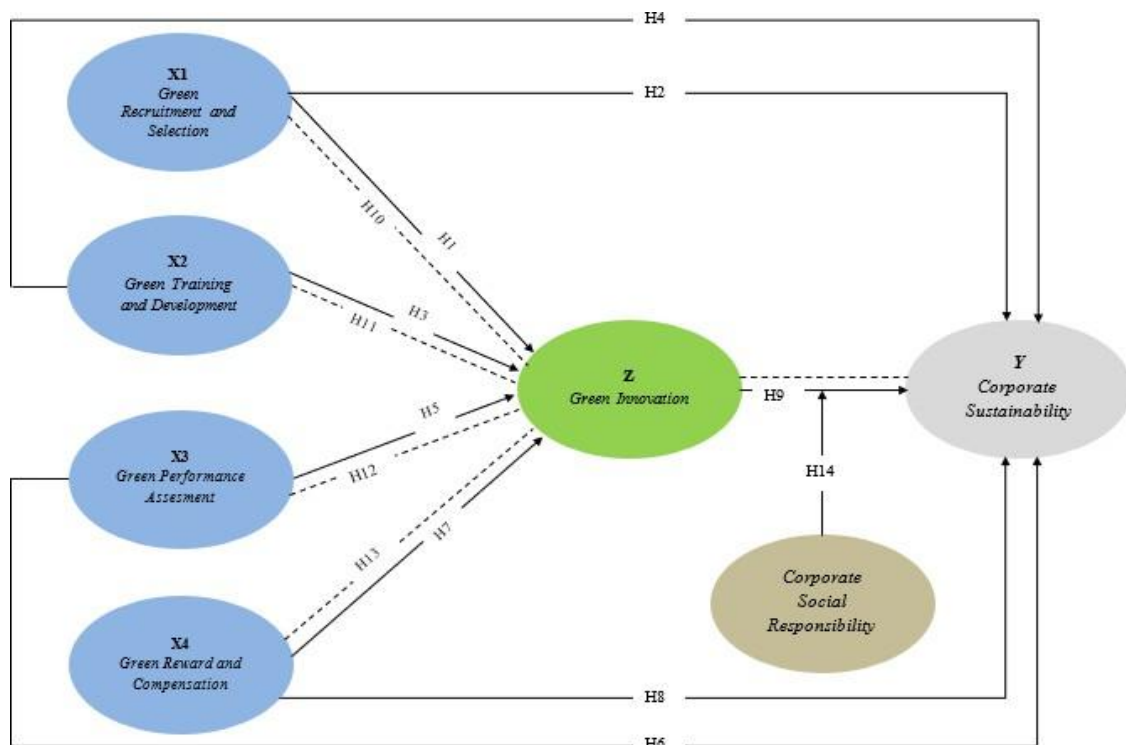


Figure 2. Conceptual framework

RESEARCH METHODS

This research uses a quantitative approach, data is collected in the form of numbers and then analyzed using statistical methods. The data collection method commonly used in this approach uses the survey method. Respondents or research subjects are often represented in samples that represent a larger population. The sample in this study consisted of 50 employees at PDAM Surya Sembada Surabaya City. This sample is a subset or small group of a larger population, namely all employees who work at PDAM Surya Sembada Surabaya City. The sample selection of 50 employees can be done by various methods, such as simple random sampling, where each employee in the population has the same opportunity to be selected as part of the sample. Data analysis using SmartPLS (Partial Least Square). Validity testing is carried out on the statement items that make up each research variable. Respondent characteristics are categorized as follows:

Table 1. Characteristics of Respondents

No.	Characteristics	Category	Respondents	Presentase (%)
1.	Gender	Male	23	46%
		Female	27	54%
2.	Age	20 – 30 years	2	13%
		30 – 40 years	32	64%
		40 – 50 years	15	30%
		> 50 years	1	2%
		SMA/SMK	11	22%
3.	Grade Education	D3	1	2%
		S1/S2/S3	38	76%
		Permanent	47	94%
4.	Status Employee	Contract	3	6%

Source: data processed by the researcher

RESULTS AND DISCUSSION

The results of the Validity and Reliability Test can be seen in the Outer Model test with the following figure :

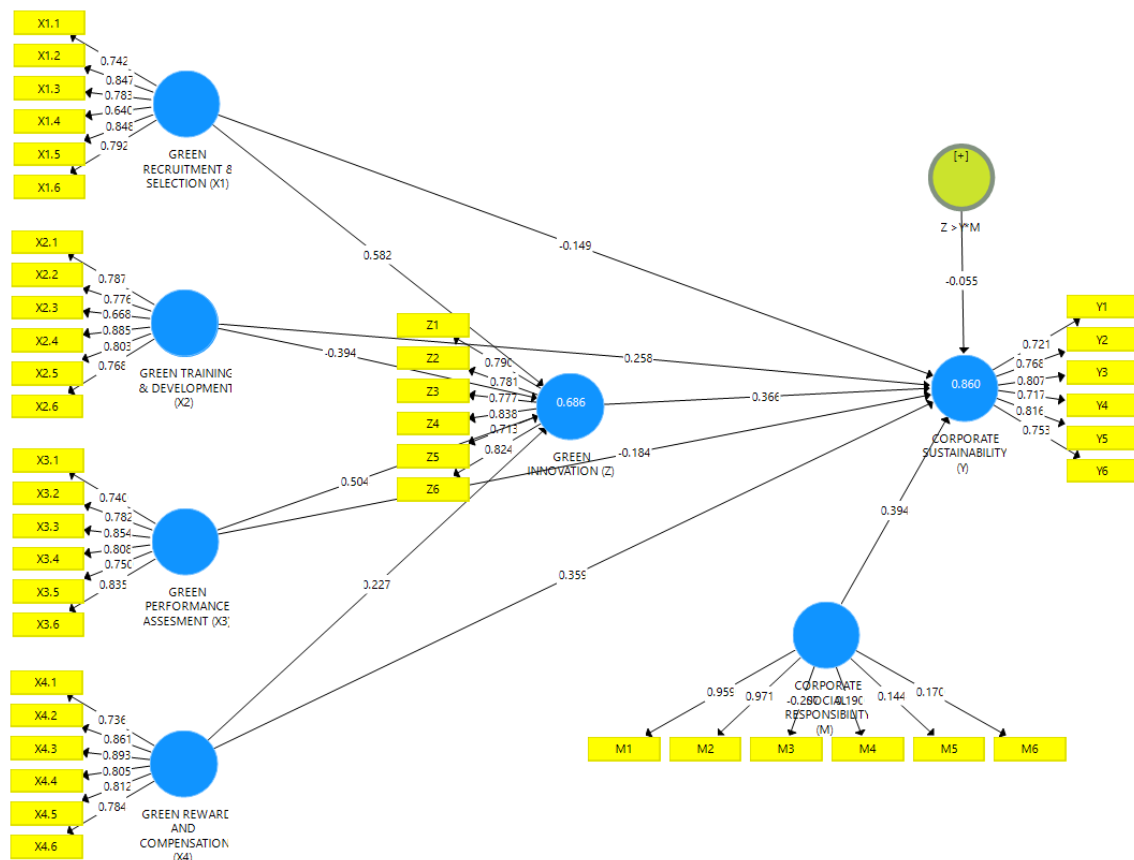


Figure 3. Outer Model Test

Data processing using SmartPLS 3.0 validity and reliability tests which can be presented in 3 ways, namely Cronbach's Alpha, rho_A, composite reliability and Average Variance Extracted (AVE). Convergent validity uses the results of the outer loading value or loading factor.

Indicators are declared to meet convergent validity in a good category if the outer loading value is > 0.7 . The outer loading results of each variable are shown in the table below :

Table 2. Outer Loadings Test

Variable	Indicator	Outer Loading	Result
<i>Green Recruitment and Selection (X1)</i>	X1.1	0,742	Valid
	X1.2	0,847	Valid
	X1.3	0,783	Valid
	X1.4	0,640	Invalid
	X1.5	0,848	Valid
	X1.6	0,792	Valid
<i>Green Training and Development (X2)</i>	X2.1	0,787	Valid
	X2.2	0,776	Valid
	X2.3	0,668	Invalid
	X2.4	0,885	Valid
	X2.5	0,803	Valid
	X2.6	0,768	Valid
<i>Green Performance Assesment (X3)</i>	X3.1	0,740	Valid
	X3.2	0,782	Valid
	X3.3	0,854	Valid
	X3.4	0,808	Valid
	X3.5	0,750	Valid
	X3.6	0,835	Valid
<i>Green Reward and Compensation (X4)</i>	X4.1	0,736	Valid
	X4.2	0,861	Valid
	X4.3	0,893	Valid
	X4.4	0,805	Valid
	X4.5	0,812	Valid
	X4.6	0,784	Valid
<i>Green Innovation (Z)</i>	Z1	0,790	Valid
	Z2	0,781	Valid
	Z3	0,777	Valid
	Z4	0,838	Valid
	Z5	0,713	Valid
	Z6	0,824	Valid
<i>Corporate Social Responsibility (M)</i>	M1	0,959	Valid
	M2	0,971	Valid
	M3	-0,207	Invalid
	M4	0,190	Invalid
	M5	0,144	Invalid
	M6	0,170	Invalid
<i>Corporate Sustainability (Y)</i>	Y1	0,721	Valid
	Y2	0,768	Valid
	Y3	0,807	Valid
	Y4	0,717	Valid
	Y5	0,816	Valid
	Y6	0,753	Valid

Source: Processed with SmartPLS 3.0

Validity and reliability tests which can be presented in 3 ways, namely Cronbach's Alpha, rho_A, composite reliability and Average Variance Extracted (AVE). The table is as follows :

Table 3. Validity and Reliability Test

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
<i>Green Recruitment and Selection (X1)</i>	0,873	0,874	0,908	0,665
<i>Green Training and Development (X2)</i>	0,872	0,881	0,906	0,660
<i>Green Performance Assesment (X3)</i>	0,884	0,887	0,912	0,634
<i>Green Reward and Compensation (X4)</i>	0,900	0,909	0,923	0,667
<i>Green Innovation (Z)</i>	0,877	0,882	0,908	0,621
<i>Corporate Social Responsibility (M)</i>	0,933	0,933	0,968	0,937
<i>Corporate Sustainability (Y)</i>	0,857	0,860	0,894	0,585

Source: Processed with SmartPLS 3.0

Based on the data presented in the table, it can be seen that the AVE value of all variables shows a value > 0.5, thus it can be stated that each variable has good discriminant validity. The test results can be seen that the composite reliability value of all research variables is > 0.6 with these results indicating that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability. Based on the Cronbach's Alpha value, all variables have a value > 0.6, it can be concluded that all variables in this study have a high level of reliability. The results of the data test that has been carried out obtained the R - Square value which is explained in the table below

Table 4. R-Square Test

Variable	R-Square
<i>Corporate Sustainability (Y)</i>	0,856
<i>Green Innovation (Z)</i>	0,694

Source: Processed with SmartPLS 3.0

Value in the table above shows that the R - Square value for the Corporate Sustainability variable with a result of 0.856. The acquisition of this value can explain that the percentage of the magnitude of Corporate Sustainability can be explained by the variables of Green recruitment and selection, Green Training and Development, Green Performance Assessment, Green Reward and Compensation, Green Innovation and Corporate Social Responsibility by 85.6% and 14.4% is explained by other variables not examined in this study.

R - Square value of the Green Innovation variable with the result of 0.694 is in accordance with the table above. This value can explain that the percentage of the value of Green Innovation can be explained by the variables Green recruitment and selection, Green Training and Development, Green Performance Assessment, Green Reward and Compensation, Corporate Sustainability and Corporate Social Responsibility by 69.4% and 30.6% is explained by other variables not examined in this study.

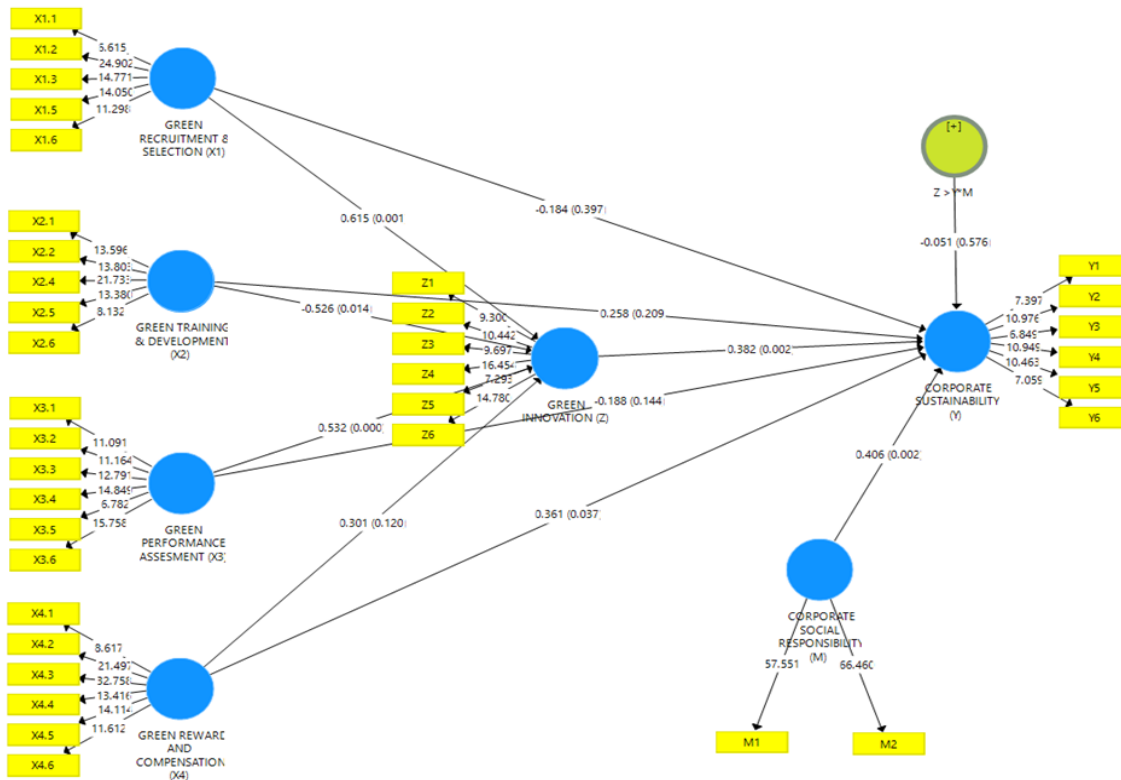


Figure 4. Inner Model Test P-Values

Hypothesis testing in this study was carried out by looking at the T - Statistics value and the P - Values value. The hypothesis in this study can be declared accepted if the P - Values value < 0.05 . The test results in this study are shown in the table below :

Table 5. Hypothesis Test

	Variable	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
H1	$X1 > Z$	0,615	0,619	0,181	3,400	0,001	Significant
H2	$X1 > Y$	-0,184	-0,146	0,217	0,847	0,397	Not Significant
H3	$X2 > Z$	-0,526	-0,517	0,214	2,457	0,014	Significant
H4	$X2 > Y$	0,258	0,287	0,205	1,257	0,209	Not Significant
H5	$X3 > Z$	0,532	0,504	0,150	3,543	0,000	Significant
H6	$X3 > Y$	-0,188	-0,194	0,128	1,462	0,144	Not Significant
H7	$X4 > Z$	0,301	0,311	0,193	1,558	0,120	Not Significant
H8	$X4 > Y$	0,361	0,306	0,173	2,089	0,037	Significant
H9	$Z > Y$	0,382	0,395	0,122	3,141	0,002	Significant
	$M > Y$	0,406	0,374	0,128	3,160	0,002	Significant
H14	$Z > Y * M$	-0,051	-0,013	0,091	0,559	0,576	Not Significant

Source: Processed with SmartPLS 3.0

Table 6. Mediation Hypothesis Test

	Variable	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
H10	X1>Z>Y	0,235	0,241	0,097	2,424	0,016	Significant
H11	X2>Z>Y	-0,201	-0,197	0,095	2,114	0,035	Significant
H12	X3>Z>Y	0,203	0,200	0,089	2,282	0,023	Significant
H13	X4>Z>Y	0,115	0,120	0,082	1,397	0,163	Not Significant

Source: Processed with SmartPLS 3.0

Based on the test results in the table above, it can be seen that of the 14 hypotheses proposed in the study, only 8 hypotheses are accepted because they have P-values <0.05. Meanwhile, 6 hypotheses are rejected because they have an influence indicated by the value of P - Values > 0.05 so it can be concluded that 8 hypotheses are accepted and 6 hypotheses are rejected.

1. Influence of Green Recruitment and Selection on Green Innovation

Test results in the table can be seen that the original sample value (O) is 0.615 with P - Values 0.001 below 0.05 and a T - Statistic value of 3.400 > 1.962 (greater than 1.96). These results indicate that the effect of Green Recruitment and Selection on Green Innovation is accepted and significant. These results support research from (Shahzad et al., 2023) When companies open job vacancies by implementing green and environmentally friendly business methods can attract potential applicants, to encourage applicants to apply for open positions, businesses can also advertise their green image, environmental performance, and environmental policies. Green recruitment is an important component of GHRM practices as it emphasizes the need to develop staff who are concerned with environmental issues, which can improve the sustainability of the company.

2. Influence of Green Recruitment and Selection on Corporate Sustainability

Test results in the table can be seen that the original sample value (O) is -0.184 with P-Values 0.397 above 0.05 and a T-Statistic value of 0.847 < 1.962 (smaller than 1.96). These results indicate that the effect of Green Recruitment and Selection on Corporate Sustainability is accepted and not significant. This study does not support research (Tamunomiebi et al., 2022) The findings of this study indicate that there is a relationship between GHRM antecedents and corporate sustainability in oil and gas companies in Nigeria. Research (Jamal et al., 2021) that green recruitment and selection is an important component that helps identify green employees who show green tendencies and help develop a culture of corporate sustainability in the organization.

3. Influence of Green Training and Development on Green Innovation

Test results in the table can be seen that the original sample value (O) is -0.526 with P - Values of 0.014 below 0.05 and a T - Statistic value of 2.457 > 1.962 (greater than 1.96). These results indicate that the effect of Green Training and Development on Green Innovation is accepted and significant. These results support research from (Shahzad et al., 2023) that environmentally friendly training and development practices can help employees develop the skills and knowledge to identify and implement environmentally friendly practices and technologies. This

study also supports the results of research (Irmawati & Trihardjanti, 2020) that the Company conducts training related to the environment and environmentally friendly behavior such as bringing your own beverage bottles, reducing plastic, paperless to reduce the impact on the surrounding which is one of the implementation of green innovation.

4. Influence of Green Training and Development on Corporate Sustainability

Results in the table can be seen that the original sample value (O) is 0.258 with P - Values 0.209 above 0.05 and the T - Statistic value of $1.257 < 1.962$ (smaller than 1.96). These results indicate that the effect of Green Training and Development on Corporate Sustainability is accepted and not significant. The results of this study support research from (Jamal et al., 2021) that this study shows that study respondents do not consider green training as a predictor of corporate sustainability. One of the reasons for such findings is that in fast-paced business activities, employees are encouraged to focus more and more on the core activities of daily operations, so other activities such as "training" will probably be considered less important.

5. Influence of Green Performance Assessment on Green Innovation

The test results in the table can be seen that the original sample value (O) is 0.532 with P - Values 0.000 below 0.05 and a T - Statistic value of $3.543 > 1.962$ (greater than 1.96). These results indicate that the effect of Green Performance Assessment on Green Innovation is accepted and significant. The results of this study support research from (Isrososiawan et al., 2021) that performance appraisals are generally used to manage salaries, identify employee strengths and weaknesses, and provide performance feedback, in order to improve operational competence and increase company growth while also enhancing transformational processes and performance.

6. Influence of Green Performance Assessment on Corporate Sustainability

Test results in the table can be seen that the original sample value (O) is -0.188 with P-values 0.144 above 0.05 and a T-statistic value of $1.462 < 1.962$ (smaller than 1.96). These results indicate that the effect of Green Performance Assessment on Corporate Sustainability is accepted and not significant. Supporting research (Cheema & Javed, 2017) which states that the role of green performance assessment in GHRM practices significantly affects corporate sustainability. The results of this study indicate that the effect of green performance assessment on corporate sustainability is not proven significant. The data obtained does not support a strong relationship between the two variables, so this finding contradicts the proposed hypothesis.

7. Influence of Green Reward and Compensation on Green Innovation

The test results in the table can be seen that the original sample value (O) is 0.301 with P - Values 0.120 above 0.05 and a T - Statistic value of $1.558 < 1.962$ (smaller than 1.96). These results indicate that the effect of Green Reward and Compensation on Green Innovation is accepted and not significant. This result states that the practice of implementing rewards and compensation does not always influence employees in implementing green innovation. Employees can get rewards and compensation through other performance assessments apart from the implementation of green innovation practices. The results of this study do not support research (Shahzad et al., 2023) which states that environmentally friendly compensation and benefits practices can motivate employees to engage in Green Innovation activities by

rewarding environmentally friendly behaviors and practices. Research (Isrososiawan et al., 2021) states that companies can use green reward management practices through linking participation in green initiatives with promotions or career advancement by providing incentives to encourage environmentally friendly practices such as recycling and waste management. In addition, it can be used to encourage some green creativity and innovation by asking employees to share innovative green ideas related to individual work.

8. Influence of Green Reward and Compensation on Corporate Sustainability

Test results in the table can be seen that the original sample value (O) is 0.361 with P - Values 0.037 below 0.05 and the T - Statistic value of $2.089 > 1.962$ (greater than 1.96). These results indicate that the effect of Green Reward and Compensation on Corporate Sustainability is accepted and significant. The results of this study support (Cheema & Javed, 2017) which states that rewards and compensation have an effect on corporate sustainability. The results of this study are in line with the findings revealed by (Jamal et al., 2021) which state that green performance awards in both financial and non-financial forms can motivate employees to more actively participate in corporate sustainability initiatives. Although in this study the relationship between Green Reward and Compensation and Green Innovation was not found to be significant, the findings still show the relevance of rewards to overall sustainability efforts.

9. Influence of Green Innovation on Corporate Sustainability

Test results in the table can be seen that the original sample value (O) is 0.361 with P - Values 0.037 below 0.05 and the T - Statistic value of $2.089 > 1.962$ (greater than 1.96). These results indicate that the effect of Green Reward and Compensation on Corporate Sustainability is accepted and significant. The results of this study support (Gong, 2023) which states that companies that implement green innovation are concerned with developing new possibilities for survival and success in an emerging market. This is because green innovation policies are intended to provide opportunities for organizations for growth, innovation, and administration in the global market. In research (Shahzad et al., 2023) suggests that Green Innovation positively affects Corporate Sustainability by reducing resource consumption and waste production, increasing energy efficiency, and reducing environmental pollution.

10. Influence of Green Recruitment and Selection on Corporate Sustainability with Green Innovation as mediation.

Test results in the table can be seen that the original sample value (O) is 0.235 with P-Values 0.016 above 0.05 and a T-Statistic value of $2.424 > 1.962$ (greater than 1.96). These results indicate that Green Innovation can mediate or indirectly influence Green Recruitment and Selection on Corporate Sustainability. The results of this study can explain that the application of green recruitment and selection can affect the sustainability of the company through the application of green innovation. Companies implement green recruitment and selection to support the implementation of green innovation, from recruitment and selection companies can make decisions to accept employees who have the ability to implement green innovation.

11. Influence of Green Training and Development on Corporate Sustainability with Green Innovation as mediation.

Test results in the table can be seen that the original sample value (O) is -0.201 with P - Values of 0.035 above 0.05 and a T - Statistic value of $2.114 > 1.962$ (greater than 1.96). These results indicate that Green Innovation can mediate or indirectly influence Green Training and Development on Corporate Sustainability. The results of this study can explain that the application of green training and development can affect the sustainability of the company through the application of green innovation. Green training and development practices companies can help employees develop the skills and knowledge to identify and implement environmentally friendly practices and technologies.

12. Influence of Green Performance Assessment on Corporate Sustainability with Green Innovation as mediation.

Test results in the table can be seen that the original sample value (O) is 0.203 with P-Values 0.023 above 0.05 and a T-Statistic value of $2.282 > 1.962$ (greater than 1.96). These results indicate that Green Innovation can mediate or indirectly influence Green Performance Assessment on Corporate Sustainability. The results of this study can explain that the application of green performance assessment can affect the sustainability of the company through the application of green innovation.

13. Influence of Green Reward and Compensation on Corporate Sustainability with Green Innovation as mediation.

Test results in the table can be seen that the original sample value (O) is 0.115 with P - Values 0.163 above 0.05 and a T - Statistic value of $1.397 < 1.962$ (smaller than 1.96). These results indicate that Green Innovation cannot mediate or indirectly influence Green Reward and Compensation on Corporate Sustainability. The results of this study can explain that the application of green rewards and compensation does not affect the sustainability of the company through the application of green innovation. The application of rewards and compensation in both financial and non- financial forms can motivate employees to more actively participate in corporate sustainability initiatives.

14. Influence pf Green Innovation to Corporate Sustainability with Corporate Social Responsibility (CSR) as moderation

Test results in the table can be seen that the original sample value (O) is -0.051 with P - Values 0.576 above 0.05 and a T - Statistic value of $0.559 < 1.962$ (smaller than 1.96). The results of this study state that Green Innovation moderated by Corporate Social Responsibility (CSR) strengthens the relationship but not significantly to Corporate Sustainability.

However, the results of research on the direct relationship of Corporate Social Responsibility (CSR) to Corporate Sustainability with the original sample value (O) is 0.406 with P - Values 0.002 below 0.05 and T - Statistic value of $3.160 > 1.962$ (greater than 1.96). These results identify that Corporate Social Responsibility (CSR) has a significant effect on Corporate Sustainability.

CONCLUSION

This study was conducted to examine the influence of Green Recruitment and Selection, Green Training and Development, Green Performance Assessment, Green Reward and Compensation on Corporate Sustainability with Green Innovation as an Intervening Variable and Corporate Social Responsibility as a Moderating Variable at PDAM Surya Sembada Surabaya City. The sample taken in this study was a survey with a questionnaires instrument to 50 contract / permanent employees at PDAM Surya Sembada Surabaya City. Based on the results of the data analysis described above, the following conclusions :

1. Green Recruitment and Selection has a significant effect on Green Innovation at PDAM Surya Sembada Surabaya City.
2. Green Recruitment and Selection does not have a significant effect on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
3. Green Training and Development has a significant effect on Green Innovation at PDAM Surya Sembada Surabaya City.
4. Green Training and Development has no significant effect on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
5. Green Performance Assessment has a significant effect on Green Innovation at PDAM Surya Sembada Surabaya City.
6. Green Performance Assessment has no significant effect on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
7. Green Reward and Compensation has no significant effect on Green Innovation at PDAM Surya Sembada Surabaya City.
8. Green Reward and Compensation has a significant effect on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
9. Green Innovation has a significant effect on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
10. Green Innovation mediates the relationship between Green Recruitment and Selection on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
11. Green Innovation mediates the relationship between Green Training and Development on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
12. Green Innovation mediates the relationship between Green Performance Assessment and Corporate Sustainability at PDAM Surya Sembada Surabaya City.
13. Green Innovation does not mediate the relationship between Green Reward and Compensation on Corporate Sustainability at PDAM Surya Sembada Surabaya City.
14. Corporate Social Responsibility (CSR) moderates but not significantly the relationship between Green Innovation and Corporate Sustainability at PDAM Surya Sembada Surabaya City.

Further research can be conducted to develop theories related to Green Human Resource Management (GHRM) practices and their impact on corporate sustainability. This will enrich the academic literature in this field. Future research is recommended to use more diverse research methods, such as case studies or longitudinal, to understand the dynamics of Green Human Resource Management implementation in different contexts. Future research is expected to encourage collaboration between disciplines such as environment, management, and psychology to understand more deeply the influence of external factors on the success of Green Human Resource Management.

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