
The Impact of Green Recruitment and Selection Practices Mediated by Innovative Organizational Culture on Employee Performance

Emelia Santi

Doctoral Program in Management Science, Faculty of Economics and Business, University of Palangka Raya, Indonesia
Corresponding: santiemelias1977@gmail.com

Abstract

Objective – This study evaluates the impact of Green Human Resource Management (GHRM) practices on employee performance and innovation in Indonesia's banking sector. It specifically explores how green recruitment and selection (GRS) fosters an innovative organizational culture (IOC), enhances sustainability, and improves organizational effectiveness.

Design/Methodology/Approach – The study involved 150 purposively selected employees from PT Bank Kalteng. A quantitative approach was used, with data collected through an online questionnaire rated on a 1–5 Likert scale. Structural Equation Modeling (SEM) with SMART-PLS 3 analyzed the relationships among GRS, IOC, and employee performance (EP).

Findings – Results show that GRS positively and significantly affects employee performance and IOC. Moreover, IOC mediates the relationship between GRS and employee performance, indicating that GRS enhances performance indirectly by promoting an innovative culture. This underscores the role of culture in amplifying the effects of GHRM.

Implications – This study contributes to the limited empirical research on GHRM in regional banking by highlighting GRS as a driver of innovation and sustainability. It offers practical insights for banks seeking to align environmental sustainability with HR strategies to improve employee outcomes.

Keywords: GHRM , green recruitment and selection , innovative organizational culture, employee performance.



INTRODUCTION

Developed and developing countries, including Indonesia, are facing various problems due to environmental damage. The complexity of handling these environmental issues demands a strategic role from various organizations that can drive change. Currently, organizations around the world are trying to address environmental challenges by integrating sustainability goals into human resource management (HRM) practices. One emerging approach is green human resource management (GHRM), which is an important component of modern organizational strategy. GHRM practices aim to encourage sustainable actions within organizations, which have a positive impact on the environment, improve employee well-being, and overall organizational efficiency. Green Human Resource Management (GHRM) enables the integration of environmentally sustainable policies and practices within organizations, fostering active engagement in reducing resource consumption, minimizing waste output, and supporting the implementation of green initiatives (Yahya & Zargar, 2023). The banking sector as an important financial institution in Indonesia has a major responsibility in supporting sustainable development in various fields, including in the aspect of human resource management (Maryantia et al., 2024). As essential financial institutions, banks play a vital role in promoting and supporting the green revolution focused on environmental sustainability. The banking sector has increasingly adopted internal "go-green" strategies by implementing institutional policies, fostering a culture of environmental responsibility, and encouraging employees to use eco-friendly technologies. These efforts are reinforced through structured incentives and penalties designed to promote and sustain environmentally conscious behaviors within the organization. This initiative seeks to address the existing disconnect between the practical implementation of professional Green Human Resource Management (GHRM) practices in organizations and the academic research on GHRM within the banking sector (Uddin et al., 2023).

Bank Kalteng is a Regionally-Owned Enterprise (Badan Usaha Milik Daerah/BUMD) in the banking sector in Kalimantan Tengah that employs 1.285 people and provides financial products such as third-party funds, financing facilities, and credit. In supporting sustainability practices, the Financial Services Authority (Otoritas Jasa Keuangan/OJK) through POJK Regulation No.51/POJK.03/2017 has required financial institutions to integrate environmental and social aspects in their operations. Bank Kalteng is part of the national banking sector, so the implementation of regulations related to sustainability is a strategic obligation. The implementation of sustainability principles, especially in human resource management practices such as GHRM, is not only a form of compliance with regulations, but also opens up strategic opportunities to increase organizational effectiveness. OJK policy supports the implementation of GHRM including environmentally friendly recruitment and selection practices as a strategy to improve employee performance in line with efforts to maintain environmental sustainability in the banking sector (OJK, 2017). The implementation of green recruitment and selection practices has significant potential in improving the performance of Bank Kalteng employees. Therefore, understanding the potential for improving employee performance as an implication of implementing GHRM is very important to ensure alignment between organizational goals and sustainability principles, thereby supporting the achievement of effective, efficient, and sustainable organizational performance.

This study examines the influence of GHRM practices on employee performance at Bank Kalteng by considering the mediating effect of an innovative organizational culture (IOC). GHRM plays a crucial role in promoting green initiatives, encouraging innovative behavior among employees, and shaping the organization's environmental management strategies (Bhatti et al.,

2022; Shoaib et al., 2021) . Human resources, which are key players in the implementation of GHRM policies and practices, contribute significantly to the realization of green business initiatives that present substantial opportunities to strengthen the organization's green movement. Several studies have examined the overall impact of GHRM practices compared to traditional human resource management practices in organizations, and the results show that GHRM practices have a positive impact on organizational progress (Ahmad, S., 2015; Jamal et al., 2021; Uddin et al., 2023) . The contribution of GHRM practices to organizational sustainability in general is still largely focused on the manufacturing sector and non-financial organizations. This condition causes the study and implementation of GHRM in the banking sector to still be limited, even though this sector has a strategic role in encouraging sustainable development, especially through the formation of internal policies and their influence on employee behavior.

This study offers an original contribution to the realm of sustainable human resource management, particularly through the GHRM approach. Different from previous studies that generally focus on large industrial sectors or multinational corporations, this study specifically examines green recruitment and selection (GRS) practices in the regional banking sector, namely Bank Kalteng, which to date has had minimal empirical studies. In addition, this study examines the relationship between GRS and employee performance through the mediating role of innovative organizational culture, which has not been widely explored in the related literature. The integration of Ability-Motivation-Opportunity (AMO) theory as a conceptualization basis also enriches the theoretical approach in explaining the relationship between green recruitment strategies, the formation of innovative cultures, and the achievement of sustainable performance. Thus, this study is expected to provide theoretical and practical contributions in designing human resource management strategies that are in line with organizational welfare goals, particularly in the public and regional financial sectors, as well as encouraging environmental initiatives to improve more sustainable corporate social responsibility efforts in Kalimantan Tengah.

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) is a strategic approach to human resource management that integrates environmental sustainability values into organizational practices. GHRM encompasses a range of activities that encourage environmentally friendly behavior such as green recruitment and selection, environmentally oriented training, and sustainability-based reward systems, which aim to foster environmentally friendly behavior among employees (Dumont et al., 2017; Mustafa et al., 2023; Renwick et al., 2012) . The implementation of GHRM is believed to be able to increase environmental awareness, engagement, and employee commitment to the organization's sustainable vision.

Green Recruitment and Selection (GRS)

The increasing global emphasis on sustainability issues has prompted organizations to prioritize employee recruitment and selection more strategically, particularly in the context of environmental management. Green recruitment and selection (GRS) is one of the key practices in GHRM that emphasizes the importance of selecting employees who are competent and committed to environmental sustainability. Green recruitment and selection aims to screen candidates who are not only professionally superior but also have pro-environmental values, knowledge, and attitudes (Jamil et al., 2023; Ahmad et al., 2023). Practices include including green criteria in job advertisements, as well as assessing candidates' experience or involvement in environmentally-oriented activities.

A study by Tsymbaliuk et al (2023) shows that the explicit implementation of GRS is still limited, many organizations have not concretely included sustainability indicators in the selection criteria, even though they stated that they wanted to attract environmentally oriented candidates. This condition indicates a gap between intention and practice that can affect the overall effectiveness of GHRM. Several previous studies support the effectiveness of GRS in improving performance. Research by Saputra et al (2025) showed that the implementation of GRS can significantly improve employee performance, while Uddin et al (2023) found that GHRM, including GRS, contributes to improving service behavior in the banking sector. Thus, GRS not only supports the sustainability agenda but also plays a role in achieving organizational performance.

However, different results were reported by Permadi et al (2024), who found that GHRM practices on employee performance tended to be weak or insignificant. Likewise Guerri et al (2016) reported that green recruitment practices did not show a significant effect on organizational attractiveness, indicating that GRS does not necessarily increase potential applicants' positive perceptions of the organization. These findings confirm that the success of GHRM implementation, including GRS, is likely to depend on strong internal organizational cultural support for sustainability values.

Innovative Organizational Culture (IOC)

An innovative organizational culture reflects the norms, values, and practices that guide how organizational members interact and make decisions that encourage the creation and implementation of new ideas within the organization. This culture forms a social environment that supports creativity and encourages employees to make innovative contributions to organizational solutions (Davies & Buisine, 2018). In the context of sustainability, an innovative culture is crucial to fostering the emergence of green innovations, such as environmentally friendly work practices and resource efficiency.

Research by Khammadee & Ninaroon (2022) has emphasized that GHRM practices can strengthen an environmentally-oriented innovative organizational culture, because GHRM fosters sustainability values and openness to change. This innovative culture, in turn, drives improved organizational performance in terms of both process and results. Previous findings by Permadi et al (2024) indicate that GHRM in the form of green recruitment and selection may not be directly effective in improving employee performance without the existence of a supportive organizational culture. In this case, an innovative organizational culture is one form of strong culture, which is believed to be able to bridge the implementation of GHRM and improved performance.

The Influence of Green Recruitment and Selection on Innovative Organizational Culture

Employees recruited through the GRS process generally have a high level of environmental awareness and openness to new sustainable practices. These characteristics contribute to creating a work environment that is adaptive to change and supports a culture of innovation. Thus, GRS not only functions as a mechanism for meeting workforce needs, but also as a strategy for forming progressive and sustainability-oriented organizational cultural values (Ahmad et al., 2023 ; Susita & Murdiono, 2024). The application of sustainability-focused selection criteria can encourage the inclusion of individuals who are sensitive to environmental issues and committed to change initiatives, which in the long term strengthens the formation of an innovative culture, especially in encouraging green innovation.

The role of GRS as a starting point for strategy in forming an organizational culture that supports its sustainability. Through a selection process that considers pro-environmental values, organizations not only acquire individuals with technical competence, but also with awareness and

commitment to environmental issues. Individuals who have this tendency, when accumulated in the organization, will contribute to the formation of norms, values, and interaction patterns that reflect an environmentally friendly and innovative organizational culture. This is in line with the view of Chatman & Cha (2003) who emphasize that the balance of values between individuals and organizations plays an important role in forming organizational culture. Recruitment and selection are one of the drivers for forming, strengthening, and changing organizational culture to be consistent, comprehensive and/or directing changes in organizational culture to align with long-term strategy and goals.

In line with the role of organizational culture in supporting GHRM implementation, GRS is also assumed to be able to strengthen the cultural dimensions that support other green practices. Thus, GRS not only functions as an instrument that provides workforce needs, but also as a strategic means in forming an innovative organizational culture that supports long-term desires and becomes a functional strategy to meet workforce needs, but also a strategic instrument in forming an organizational culture that supports innovation and long-term sustainability (Parashakti et al., 2024). **Green Recruitment and Selection, Innovative Culture, and Employee Performance (Mediating Role)**

The Ability-Motivation-Opportunity (AMO) theory developed by Appelbaum et al (2001) provides a conceptual framework for understanding how GHRM practices, including GRS, can improve employee performance. Green Recruitment and Selection can improve ability through the selection of competent individuals, motivation through sustainability values that are in line with the organization's vision, and provide opportunities to engage in innovative and environmentally friendly organizational activities.

This innovative organizational culture has the potential to be a mediating variable that strengthens the relationship between GRS and employee performance. Several studies support this relationship. Research by Tirno et al (2023) shows that the integration of sustainability values in GRS can facilitate the formation of an innovative pro-environmental work culture, which has a positive impact on individual and organizational performance. Uddin et al (2023) also found that GHRM practices, including GRS, significantly affect the innovative behavior and service quality of employees in the banking sector. Ahmad et al (2023) and Jamil et al (2023) emphasized that GRS is able to attract individuals with high sustainability orientation, strengthen innovative organizational culture, and increase organizational productivity and effectiveness. Khammadee & Ninaroon (2022) added that GHRM practices directly contribute to the formation of an innovative culture that encourages increased employee performance. Similar findings were presented by Montalvo-Falcón et al (2023) and Baluyot et al (2025) who concluded that the implementation of GHRM in line with an innovative culture increases operational efficiency and service innovation, especially in the financial sector.

Overall, these findings emphasize that GRS is not just a recruitment strategy, but also a strategic foundation in building an innovative organizational culture that supports sustainability and has an impact on improving employee performance. However, several other studies have also found conflicting results. The study by Asikhia et al (2022) showed that organizational culture does not significantly mediate the relationship between GHRM and organizational performance, especially when the organization has not been able to create the required internal environment or culture. Likewise, Research by Khan et al (2025) stated that GHRM has a greater impact on external reputation than on the formation of internal organizational values. These findings indicate that the effectiveness of GRS in forming an innovative culture is not automatic, but is influenced by the value

of internal consistency and managerial support. Innovative organizational culture can be an important mechanism linking GRS to improved employee performance.

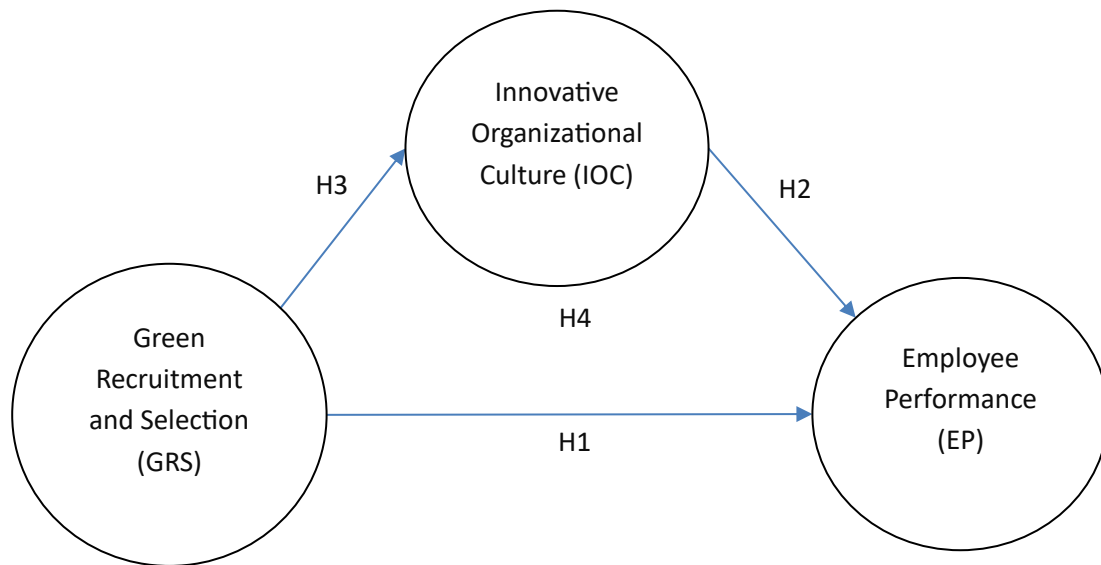


Figure 1. Analysis Model

The hypothesis proposed is as follows:

- H1: Green Recruitment and Selection has a significant effect on Employee Performance
- H2: Innovative Organizational Culture has a significant effect on Employee Performance
- H3: Green Recruitment and Selection has a significant effect on Innovative Organizational Culture
- H4: Green Recruitment and Selection has a significant effect on Employee Performance through Innovative Organizational Culture.

METHODS

This study uses a quantitative approach with an explanatory research type that aims to explain the causal relationship between the variables: Green Recruitment and Selection (GRS), Innovative Organizational Culture (IOC), and Employee Performance (EP). Through this approach, the study attempts to test the direct and indirect effects between variables using primary data. The study was conducted at PT Bank Kalteng using a purposive sampling method, where 150 employees were selected as respondents based on certain criteria relevant to the research objectives. The type of data used is primary data, which is obtained by distributing questionnaires to respondents. Secondary data is used as supporting data, such as the company's annual report, HR policy documents, and internal organizational archives. The data collection technique was carried out through a questionnaire distributed online using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Green recruitment and selection variables were measured using three indicators developed by Renwick et al (2012), the Innovative Organizational Culture (IOC) variable was measured using four indicators adapted from De Jong & Den Hartog (2010). Meanwhile, the employee performance variable was measured using six indicators referring to Bernardin et al (2013) and Azzahra et al (2019). Data analysis was carried out using the Structural Equation Modeling (SEM) approach based

on Partial Least Square (PLS) using SmartPLS 3 software, which involves a component or variance-based approach to estimate path models using latent constructs with multiple indicators.

Table. 1 Operational Definition of Variables and Variable Measurement

Variable	Variable Concept	Indicators	Source
Green Recruitment and Selection (GRS)	Recruitment and selection involve the organizational process of identifying and attracting potential candidates to apply for job openings. The goal is to increase the pool of applicants and then systematically narrow it down through a series of assessments to identify the most suitable individual for the position	1. Candidates' green awareness 2. Green employer branding 3. Green criteria to attract candidates.	Renwick et al (2012)
Innovative Organizational Culture (IOC)	Organizational culture refers to an organization's collective values, beliefs, attitudes, and behaviors that foster and support innovation as a core component of its identity and operations. Individuals who engage in this behavior play an active role in generating and implementing innovative and valuable ideas, processes, products, or procedures within their specific roles, work teams, or the organization as a whole. This is facilitated by organizational values—such as a supportive environment, established practices, and cultural norms—that nurture creativity, encourage experimentation, and foster the development of new ideas aimed at enhancing organizational performance and competitiveness.	1. Idea opportunity 2. Idea generation 3. Idea realization 4. Idea championing	De Jong & Den Hartog (2010)
Employee Performance (EP)	Employee performance reflects how effectively individuals carry out their duties to achieve desirable outcomes. It plays a vital role in the overall work process. Performance evaluations serve as a tool to inform employees about their competencies, highlighting their strengths, areas for improvement, and potential. This feedback supports goal-setting, progress monitoring, career planning, and development. Enhancing employee performance is directly associated with the organization's overall success.	1. Quality 2. Quantity 3. Timeliness 4. Cost-Effectiveness 5. Need for Supervision 6. Interpersonal impact/Contextual or Citizenship Performance	Bernardin et al (2013), Azzahra et al (2019)

Source: Researcher's processed data (2024)

RESULTS AND DISCUSSION

Based on the data, male participants constituted 62% of the total sample, with 93 individuals. The predominant age group was 28 to 37 years, comprising 67 respondents or 44.7% of the sample. Additionally, 33.3% of participants (50 individuals) reported a tenure of 0 to 5 years. In terms of educational background, the majority held a bachelor's degree (Strata-1), accounting for 128 respondents or 85.3% of the total.

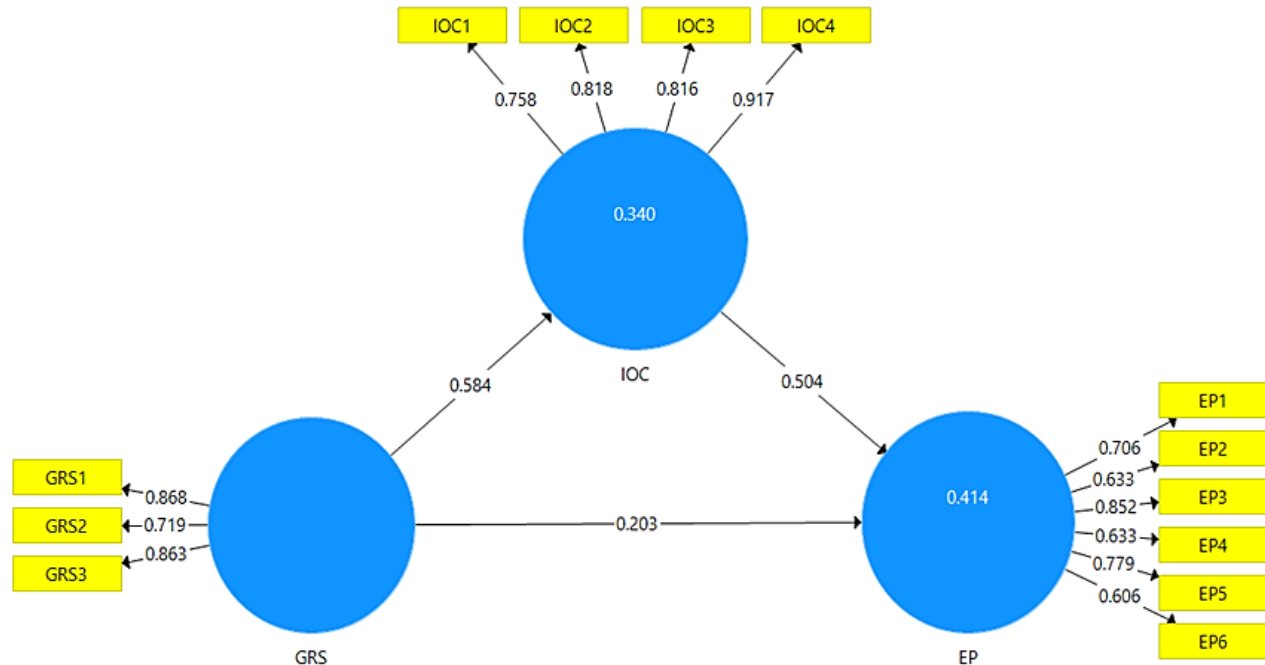


Figure 2. Bootstrapping

Respondents considered that the highest level of green recruitment and selection occurs when the company has used environmental sustainability values and practices in the recruitment process to attract candidates who care about environmental issues (GRS3), this factor has a mean value of 3.693. Respondents also considered that the most innovative organizational culture can be found in the idea generation factor (IOC3) which has a mean value of 3.680. In addition, respondents considered that the highest employee performance is in terms of work quality (EP1) with a mean value of 4.267.

Outer model measurement

The evaluation of the outer measurement model showed that all variables in this study had an Average Variance Extracted (AVE) value exceeding 0.50, which confirms the validity of the data. Moreover, both the composite reliability and Cronbach's alpha values for each variable were above 0.6, demonstrating that the data is reliable.

Internal model measurement

The evaluation of the internal measurement model indicates that the R-square value for the innovative organizational culture construct is 0.340, signifying that green recruitment and selection explains 34.0% of the variance in innovative organizational culture. Likewise, the employee performance construct exhibits an R-square value of 0.414, suggesting that 41.4% of the variation in employee performance can be accounted for by green recruitment and selection in conjunction with an innovative organizational culture. Furthermore, the Q-square value of GRS and IOC (0,186 and 0,229) greater than zero, suggests that the model has predictive relevance, thereby supporting its utility in anticipating future outcomes within the studied context.

Hypothesis Testing

Hypothesis testing was conducted using the t-test. Hypothesis testing used a t-statistic value of 1.96 with an alpha value of 0.05. The results of direct and indirect effects are explained as follows:

Table 2. Direct influence path coefficient

	Path Coefficient	T Statistics	P Values	
GRS -> EP	0.203	2,340	0.010	Positive & significant
GRS -> IOC	0.584	10,728	0,000	Positive & significant
IOC -> EP	0.504	7,005	0,000	Positive & significant

Source: Primary Data (2025)

Table 3. Results of indirect influence test

	Path Coefficient	T Statistics	P Values	
GRS -> IOC -> EP	0.294	5,698	0,000	Positive & significant

Source: Primary Data (2025)

Hypothesis 1: The Effect of Green Recruitment and Selection on Employee Performance

Based on the analysis conducted, it was found that there was a positive and statistically significant relationship between the variables of green recruitment and selection practices and employee performance. The findings of this study indicate that green recruitment and selection offered by PT Bank Kalteng as a job provider contributes to improving employee performance in the organization. The significance of the findings lies in their implications for theory development in the form of expanding theoretical understanding of the relationship between green recruitment and selection and employee performance within the AMO theoretical framework; and practical application in the context of organizational management and sustainability initiatives, especially in designing human resource strategies that support an innovative culture and usefulness initiatives. These findings strengthen the research results of Saputra et al (2025) and Uddin et al (2023) which confirms that the recruitment process that takes environmental aspects into account has an impact on improving employee work behavior and productivity.

In the context of AMO theory, GRS strengthens employee ability and motivation by ensuring value alignment between individuals and organizations. Research is also in line with the theory that employee recruitment and selection are not just tools to meet workforce needs, but are strategic investments that can drive organizational growth and employee professional development (Tsymbaliuk et al., 2023) . As the dynamics of the industry continue to evolve, organizations that prioritize the right recruitment and selection process will be better prepared to face future challenges competitively and sustainably. Organizations that consider not only technical competence but also sustainable value and cultural alignment in their employee recruitment and selection tend to be able to retain the best talent and form human resources that are innovative, collaborative, adaptive to change and achieve superior performance results (Pham & Paillé, 2020).

Hypothesis 2: The Influence of Innovative Organizational Culture on Employee Performance

The findings of this study indicate a positive and significant relationship between innovative organizational culture and employee performance, confirming that strengthening a culture that encourages innovation is a strategic key in improving human resource performance. An innovative culture is manifested through support for creativity, openness to new ideas, tolerance for failure,

and constructive cross-functional collaboration. In a work environment like this, employees tend to have high intrinsic motivation, show initiative in completing tasks, and are more active in the process of improvement and value creation. Organizational support for professional development and training, provision of adequate resources, and creation of a work climate that values experimentation and continuous learning and strengthens employee engagement psychologically and behaviorally. These findings are in line with Davies & Buisine (2018) and Khammadee & Ninaroon (2022), who emphasize the role of an innovative culture in building competitive advantage while supporting environmental responsibility. Zhang et al (2023) also highlight the importance of understanding the relationship between innovative culture and performance in management strategy research that focuses on innovation or sustainability. Thus, organizations that are able to create a psychologically safe, flexible work environment that supports continuous professional development will be more successful in empowering employees to explore creative ideas and actively participate in the innovation process, which ultimately contributes directly to the achievement of the organization's strategic goals.

Hypothesis 3: The Effect of Green Recruitment and Selection on Innovative Organizational Culture

The findings of this study indicate that green recruitment and selection (GRS) practices contribute significantly to the formation of an innovative organizational culture. Candidates selected through the GRS process tend to bring new values, ideas, and orientations that are in line with sustainability principles and support innovation, especially in the environmental field. Organizations that adopt GRS create a work environment that is conducive to the development of creativity, experimentation, and innovative problem solving by employees, in line with the spirit of environmental sustainability. This supports the view of Ahmad et al (2023) who emphasized that GRS not only functions as a human resource selection mechanism, but also as a means of selecting future organizational values and culture. Furthermore, GRS plays an important role in building employee awareness and sensitivity to social and environmental issues, as well as encouraging their active involvement in organizational sustainability initiatives. In this context, organizations need to prioritize recruitment and selection strategies that are aligned with the sustainability vision and tailor employee training and development programs specifically to support pro-environmental competencies. Performance evaluations should also be directed at measuring contributions to the environmental targets of environmental organizations (Correia et al., 2024). This study strengthens the theoretical perspective that emphasizes the synergy between sustainability initiatives and innovative culture in driving organizational performance and competitiveness. Thus, initiatives that simultaneously promote environmental awareness and sustainable practices can strengthen employees' innovative capacity and support the achievement of the organization's strategic goals in the area of sustainability.

Hypothesis 4: The Mediating Role of Innovative Organizational Culture

The mediation analysis in this study shows that innovative organizational culture acts as a partial mediator in the relationship between green recruitment and selection (GRS) and employee performance. Green Recruitment and Selection not only contributes directly to improved performance, but also indirectly through the formation of an organizational culture that supports innovation. These results are consistent with the ability-motivation-opportunity (AMO) theoretical framework, where opportunity is defined as an opportunity for employees to be actively involved in a work environment that encourages creativity, cross-functional collaboration, and the creation of

new ideas. An innovative organizational culture allows employees to express pro-environmental values, experiment with new approaches, and share knowledge for continuous improvement, which ultimately has an impact on improved performance. In addition, this study shows that sustainability-based training and development, which is an integral part of GRS, helps strengthen the innovation climate in the organization. This confirms that an organizational context that is adaptive to sustainability is an important element in strengthening the effectiveness of GHRM policies. As stated by Saputra et al (2025), organizations that strategically implement GRS not only improve employee competence and performance but also form an innovative work ecosystem that is responsive to environmental challenges. In this perspective, an innovative organizational culture is a determining factor for the success of a sustainability-based human resource management strategy. This finding is reinforced by Khan et al (2022) who emphasized that the integration of sustainability values in the recruitment process and the creation of an innovative culture are effective approaches to optimizing employee productivity, engagement, and contribution to the organization's strategic goals. Therefore, organizations that prioritize green initiatives in recruitment and selection practices not only acquire employees with pro-environmental values, but also create a culture that supports innovation, creativity, experimentation, and continuous improvement of employee performance.

CONCLUSION

This study aims to analyze the influence of green recruitment and selection (GRS) and innovative organizational culture on employee performance, both directly and indirectly. The results of the study indicate that GRS has a positive and significant influence on employee performance, where the recruitment process that integrates sustainability principles not only produces technically competent workers, but also those who have a value orientation in line with the organization's vision and mission, thus having an impact on improving performance. In addition, an innovative organizational culture has been shown to significantly improve employee performance through the creation of a work environment that encourages creativity, collaboration, and innovative solutions, especially in supporting the sustainability agenda. This study also found that GRS contributes to the formation of an innovative organizational culture, by presenting individuals who bring new perspectives, are open to change, and are oriented towards continuous improvement. Furthermore, an innovative organizational culture has been shown to mediate the relationship between GRS and employee performance, which means that the effectiveness of GRS in improving performance will be more optimal if implemented in the context of a work culture that supports innovation. Therefore, the integration of GRS and innovative culture is an important strategy in strengthening employee performance while supporting the achievement of organizational sustainability goals holistically.

The findings of this study provide strategic implications for the management of Bank Kalteng and similar organizations that apply GHRM principles. Integration of sustainability principles into the recruitment and selection process needs to be made a strategic policy by emphasizing environmentally friendly (*go-green*) criteria at every stage of recruitment. In addition, strengthening an innovative organizational culture needs to be a priority, through leadership training, innovation-based incentives, and inclusive change management. Employee performance assessments should also include sustainability indicators, such as contributions to waste reduction and energy efficiency. The role of transformational leadership is key to internalizing green values and innovation at the operational level. However, this study has limitations in the scope of the institution which only focuses on one regional bank, so generalization of the results needs to be done carefully. Therefore,

further research is recommended to include organizations in various sectors and regions, and consider other variables such as green leadership or organizational commitment to the environment as additional factors that can enrich the conceptual model and strengthen the external validity of the findings.

CONFLICT OF INTEREST STATEMENT

The authors declare no conflict of interest in the conduct of this research. The entire process of designing, collecting data, analyzing, and writing the article was carried out independently and objectively. This research did not receive any financial, commercial, or institutional support that could influence the findings or interpretation of the data. Thus, the authors guarantee scientific integrity and transparency in all stages of the research.

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