



**KEPUTUSAN DEKAN FAKULTAS EKONOMI DAN BISNIS
UNIVERSITAS BUDI LUHUR
NOMOR : K/UBL/FEB/000/018/02/25**

TENTANG :

**PENUGASAN KEGIATAN TRI DHARMA & PENUNJANG BAGI DOSEN
FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS BUDI LUHUR
SEMESTER GENAP TAHUN AKADEMIK 2024/2025**

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Dekan Fakultas Ekonomi dan Bisnis



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Green Human Resource Management and Sustainable Practices on Corporate Reputation and Employee Well-being: A model for Indonesia's F&B industry

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ABSTRACT

This research aims to present a Green Human Resource Management (GHRM) model to enhance corporate reputation and employee job satisfaction in food and beverage companies in Indonesia by testing and analyzing the effect of green recruitment, green training, and green rewards on corporate reputation towards employee job satisfaction, moderated by organizational culture. We collected data from 755 respondents, who included managers and employees from Jakarta, West Java province, and East Java province. The study uses structural equation modeling (SEM) with partial least squares (PLS). The findings indicate that green recruitment significantly improves corporate reputation but has no significant effect on employee job satisfaction. Green training positively impacts both corporate reputation and employee job satisfaction, while green rewards significantly enhance corporate reputation but do not influence employee job satisfaction. Moreover, organizational culture does not moderate the relationship between GHRM practices and corporate reputation. The study's originality lies in its contextualized approach to integrating GHRM practices within the food and beverage industry, highlighting the role of green recruitment, training, and rewards in fostering sustainability. Additionally, it explores internal and external factors influencing GHRM adoption and the challenges organizations face in implementing sustainable practices. These insights contribute to advancing GHRM literature and offer practical guidance for aligning sustainability goals with organizational performance.

1. Introduction

GHRM may be defined as the human resource policies, practices, and systems that emphasize environmental sustainability. Some practices covered by GHRM include the following: recruitment based on ecological consciousness, sustainable training programs, and green career development, aiming at increasing the sensitivity of employees toward environmental issues and promoting eco-friendly behavior in the organizational environment (Wang et al., 2023). The main purpose of GHRM is to integrate sustainability objectives in human resource management for overall corporate sustainability. Sustainable Development, which emphasizes the requirement of balance between economic, social, and

environmental needs so as to secure the well-being of both the present and future generations, is the basis of GHRM. Corporate social responsibility (CSR) refers to a company's obligation to work in an ethical manner and contribute to the welfare of society and the environment (Mittal, 2023). Strategic HRM entails the alignment of the company's strategic objectives and HR practices in a way that yields a competitive advantage which, in the case of GHRM, includes environmental sustainability.

Moreover, GHRM practices include various aspects of environmentally friendly HR management, such as green recruitment, a recruitment process that seeks candidates with environmental commitment and awareness, as well as skills relevant to sustainability. Green training is a

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training program that educates employees about environmentally friendly work practices and how to reduce the environmental impact of their operations (Song et al., 2020). Green Performance Management assesses employee contributions to the company's environmental objectives using sustainability metrics. Green Compensation and Rewards provide incentives and rewards to employees who exhibit environmentally friendly behavior and initiatives. The company encourages employee participation in environmental activities like waste reduction programs and recycling initiatives through Green Employee Involvement (Darabaris, 2007; Sugiarto and Huruta, 2023). However, various countries, including Vietnam, Pakistan, and Uzbekistan, have widely implemented GHRM practices, demonstrating a significant increase in the adoption of sustainable business strategies. In Vietnam, large companies, especially in the manufacturing and technology sectors, are starting to look for candidates with a commitment to sustainability through green recruitment, holding green training programs that focus on energy efficiency and waste management, and including environmental performance indicators in employee evaluations through green performance management (Le Ha et al., 2021). In Pakistan, although still in its infancy, several multinational companies in the energy and telecommunications sectors emphasize the importance of environmental awareness in the recruitment process, introduce sustainable training programs, and provide incentives to employees who demonstrate environmentally friendly initiatives through green compensation and rewards (Qurtuba et al., 2023). Meanwhile, in Uzbekistan, GHRM practices are gaining more attention in efforts to improve sustainability and energy efficiency, with companies in the energy and agriculture sectors recruiting employees knowledgeable about sustainable practices, conducting training on energy efficiency and natural resource management, and offering viable career development pathways. The focus is on clean technology and environmental management.

The implementation of GHRM in Indonesia is on the rise, coinciding with a growing awareness of environmental and sustainability issues. Some prominent practices in Indonesia include green recruitment, where several multinational and large companies in Indonesia are starting to prioritize candidates who have an understanding of sustainability and experience in environmental projects; green training, where companies in the manufacturing and energy sectors often hold training on energy efficiency, waste management, and other environmentally friendly work practices; and green career development, where large companies such as those in the oil and gas and mining sectors are starting to include green career development pathways with a focus on clean technology and environmental management. Implementation of GHRM in Indonesia faces several challenges, including limited resources, especially in SMEs, which have limited resources to implement GHRM practices comprehensively; lack of awareness, which, although increasing, is still not evenly distributed across all industrial sectors; and a work culture that does not fully support green initiatives, which can be an obstacle in implementing GHRM (Ari et al., 2020). However, there exist significant opportunities to enhance GHRM practices in Indonesia. These include the government's recent introduction of regulations that promote sustainable business practices, which can facilitate GHRM implementation; international support through collaboration with sustainability-focused international organizations, which can accelerate GHRM adoption; and heightened environmental awareness among Indonesian consumers, which incentivizes companies to adopt more sustainable practices. By adopting GHRM, companies in Indonesia can not only improve their reputation and employee satisfaction but also contribute to broader environmental sustainability.

The food and beverage sector has seen increased adoption of GHRM practices as pressure increases from consumers and other stakeholders to run more sustainable operations. Companies in this sector face significant challenges regarding the environmental impact of product production, packaging, and distribution. Therefore, implementing GHRM is becoming increasingly important to reduce the environmental footprint and meet the expectations of more environmentally conscious

consumers. In green hiring practices, companies in the food and beverage sector look for candidates who have an awareness of and commitment to environmental issues. Green training involves developing training programs that focus on environmentally friendly work practices, such as waste management and energy efficiency. Green career development includes career paths that enable employees to continue developing their skills in the field of sustainability (Faeni et al., 2023). Consequently, effective implementation of GHRM can contribute significantly to a company's reputation. In the food and beverage sector, a good reputation associated with environmental practices can attract environmentally conscious consumers and increase customer loyalty (Yong and Mohd-Yusoff, 2016). Companies that demonstrate a commitment to sustainability tend to be more respected by society and gain recognition as leaders in environmental sustainability. GHRM practices also influence employee satisfaction. Employees who work at companies with green policies tend to feel more proud and satisfied with their jobs. Employees perceive that their work positively impacts the environment and society, enhancing their motivation and engagement. Furthermore, green training and development programs offer opportunities for employees to acquire new skills and improve their career prospects (Hastuti and Muafi, 2022). Organizational culture is crucial for the successful implementation of GHRM. A culture that supports sustainability and innovation facilitates the adoption of green practices and ensures employee engagement. Conversely, a culture resistant to change can hinder the implementation of GHRM. Therefore, understanding and managing organizational culture is key to maximizing the benefits of GHRM practices (Fang et al., 2022).

In this research, we will explore how GHRM influences corporate reputation and employee satisfaction in the food and beverage sector, as well as how organizational culture moderates this relationship. Despite the existence of research on GHRM, a comprehensive understanding of the simultaneous influence of green recruitment, green training, and green career development on corporate reputation and employee job satisfaction remains lacking, as many studies tend to concentrate on one or two aspects of GHRM, rarely examining these three aspects collectively. Researchers (Ghouri et al., 2020) have combined these three aspects into a single integrative model. Even though organizational culture is known to be an important factor in many management situations (Hastuti and Muafi, 2022) there is still not a lot of research that looks directly at how it affects the relationship between GHRM practices and things like a company's reputation and employee job satisfaction. Existing research often views organizational culture as a control variable or just part of the theoretical background. Research on GHRM has primarily focused on the manufacturing or technology sectors in developed countries but has not extensively explored the implementation of GHRM practices in specific sectors like food and beverages or in developing countries like Indonesia, Vietnam, Pakistan, and Uzbekistan. Further research is necessary to understand the impact of local context, such as government regulations, social pressures, and economic conditions, on GHRM implementation and outcomes (Abdelhamied et al., 2023).

This study points out the significant literature gaps on GHRM, especially within the F&B industry and in developing countries such as Indonesia. Most research is concentrated on the implementation of GHRM within the manufacturing and technology industries of developed countries, whereas very few studies have explored the F&B sector. Moreover, research tends to focus on single aspects of GHRM, like green recruitment or green training, rather than look at their combined effects on organizational outcomes like corporate reputation and employee satisfaction. This gap underlines the need for a more integrated approach. More importantly, although we acknowledge organizational culture as influential, too often we treat it as a background factor and not a direct moderator of GHRM outcomes. Similarly, existing studies underrepresent green career development and its potential contribution to sustainability. Also, at the same level, difficulties with GHRM implementation remain underinvestigated, especially for listed national companies that have fewer resources. Other significant lacunae refer to

the lack of a focused orientation toward outcomes centered on employees, such as job satisfaction and well-being, when compared to environmental and organizational benefits. Addressing these areas, the current research can add more comprehensive insights into the adoption and effectiveness of GHRM practices in diverse contexts. These gaps provide an avenue to further explore organizational culture as a moderator of the effect of GHRM on performance. However, The aim of this study is to develop an integrative GHRM framework, specifically tailored for the food and beverage sector in Indonesia, to enhance corporate reputation and employee wellbeing and to investigate the effect of GHRM practices, namely green recruitment, green training, and green rewards, on corporate reputation and employee job satisfaction and the moderating role of organizational culture.

This research offers a comprehensive model by including green recruitment, green training, and green career development as independent variables and looking at their impact simultaneously on corporate reputation and employee job satisfaction, providing a holistic view of how various aspects of GHRM interact and contribute to outcomes that matter to the company. This research specifically explores the role of organizational culture as a moderating variable, shedding light on how organizational culture can either strengthen or weaken the relationship between GHRM practices and desired outcomes, a topic not extensively explored in previous literature. This research, which focuses on the food and beverage sector in various developing countries, provides fresh perspectives on the implementation and operation of GHRM practices in diverse industrial and geographic contexts, thereby bridging knowledge gaps. Additionally, this research specifically highlights the impact of GHRM practices on employee job satisfaction, providing new insights into how environmental sustainability can contribute to humanistic aspects and employee well-being. Additionally, this research contributes empirical data from underrepresented developing countries in the GHRM literature, enhancing the global literature with fresh perspectives and insights from diverse economic and social contexts. Thus, this research not only fills an important gap in the GHRM literature but also offers a significant and novel contribution with its comprehensive approach and specific contextual focus.

2. Review of literature

2.1. Theoretical foundation

This study is guided through the lens of the two most strongly related theories, resource-based view (RBV) and social exchange theory, as a background in examining Green Human Resource Management and Sustainable Practices on Corporate Reputation and Employee Well-being Model for Indonesia's food and beverage sector.

Resource-Based View (RBV): Resource-based view RBV keeps the belief that a business is treated as a collection of tangible as well as intangible assets, and this basis enables the business to compete with other businesses (Mweru and Muya, 2015). This means that these assets become important and are actually the critical source of sustainable competitive advantages and better performance. Basically, HR practitioners started to realize that the RBV theory provides a convincing explanation for why green HR practices yield competitive advantages (Wright et al., 2001). Madhani (2010) has documented the essential role of the RBV in the conceptual and theoretical development of the green HRM literature. It's also possible that the above research and the creation of the RBV have something to do with how a strategy could gain a long-term competitive edge through implementing green HRM using the resources and skills of the organization. Malik et al. (2020) also supported the choice of the theory because it could be used in green HRM initiatives that would improve the organization's performance, credibility, eco-innovation, and environmental impact. Different researchers, like Yusliza et al. (2019), Sobaih et al. (2020), and Haldorai et al. (2022), used the RBV theory to look at Green HRM and try to figure out how key HRM practices at the organizational level affect how well the

organization does with the environment. The RBV claimed GHRM represents one such sustainable practice, which is a strategic resource. These practices build corporate reputation through developing distinctive, valuable, and hard-to-imitate organizational capabilities. The specific focus of green hiring, training, and rewards in this study matches up directly with RBV because it shows how such practices allow a company to distinguish itself competitively, improve its reputation, and make employees happier about their jobs.

Social Exchange Theory: Social Exchange Theory explains the relational dynamics between employees and organizations. In particular, this theory can be related to the effects of green training and rewards on employees' job satisfaction. The employees see green HRM initiatives as an investment in their well-being and thus respond with satisfaction and loyalty. Social exchange theory (Blau, 1964) provides the theoretical explanation for the relationship between green HRM and employee green behavior. This theory argues that social exchange happens when "an individual is attracted to another if he expects associating with him to be in some way rewarding for himself, and his interest in the expected social rewards draws him to the other" (Blau, 1964). Employees develop a relationship with their organization because of this social exchange (Cropanzano and Mitchell, 2005). The chances of developing a trusting relationship between employees and their organization are very high if both abide by the exchange rules (Sabokro et al., 2021; Yong et al., 2020). According to social exchange theory, when employees are obliged by their organizations to pursue environmental sustainability through different green HRM initiatives, including green goals, green recruitment, green training, and performance management, they respond with green behavior. In this case, the green initiatives create an obligation for employees to display green behavior. Thus, employees engage in behaviors to protect and benefit the environment in exchange for the organization's investment in green HRM initiatives. According to the theory, green HRM may influence employee green behavior and consequently help improve an employee's predispositions toward the environment. These two theories give us a strong way to think about and understand the current study's two main topics: corporate reputation (external organizational outcomes) and employee well-being (internal human outcomes).

2.2. Employee job satisfaction

Employee job satisfaction is a measure of how satisfied or pleased employees are with their jobs. It covers various aspects of the work experience, including tasks performed, work environment, relationships with coworkers and superiors, compensation, career development opportunities, and work-life balance (Sugiarto and Huruta, 2023). Job satisfaction is an important factor that influences employee performance, retention, and overall well-being. Aspects of job satisfaction include various elements such as job content, which involves satisfaction from the challenge, variety, and use of skills in the job itself; working conditions, which include comfort, safety and physical facilities in the workplace; salary and benefits, which include financial and non-financial compensation; relationships with coworkers and superiors, focusing on the quality of social interactions in the workplace; career development opportunities, which include opportunities for promotion, training, and professional development; recognition and appreciation for employees' hard work and contributions; and work-life balance, which reflects employees' ability to manage time between their work and personal lives (Opoku Mensah et al., 2021). Job satisfaction has a wide range of implications for organizations. These include enhanced performance, as satisfied employees tend to be more productive and high-performing; improved employee retention, as high levels of job satisfaction reduce turnover rates; increased employee motivation and commitment to the organization; improved health and wellbeing, as satisfied employees tend to have better mental and physical wellbeing; and fostering a positive and collaborative work culture.

2.3. Green Human Resource Management

GHRM is a human resource management approach that integrates sustainability and environmentally friendly principles in HR practices (Yong et al., 2020). GHRM's main goal is to reduce the company's negative impact on the environment while maintaining employee productivity and well-being. It involves a variety of initiatives designed to save resources, reduce waste, and promote sustainable business practices. GHRM brings a number of significant benefits to companies. First, GHRM can improve a company's reputation by raising its image as a socially and environmentally responsible entity, attracting interest from stakeholders who pay attention to sustainability. In addition, GHRM helps reduce operational costs by efficiently managing resources and waste, supporting the company's financial sustainability. It also increases employee engagement and morale, as participation in green initiatives strengthens the sense of ownership and motivation. Furthermore, GHRM can provide a competitive advantage by attracting environmentally concerned customers and investors, as well as helping companies comply with increasingly stringent environmental regulations and ensuring consistent and ongoing compliance.

2.4. Green recruitment

Green recruitment is a practice in GHRM that aims to recruit employees who have awareness and commitment to sustainable practices and the environment. The relationship between green recruitment and corporate reputation is very close (Khateeb and Nabi, 2023). First, through green recruitment, companies can demonstrate their commitment to environmental sustainability to the wider community and stakeholders. By recruiting employees who care about the environment, companies can strengthen their image as socially and environmentally responsible entities. Employees selected against these criteria can also contribute positively to a sustainable corporate culture, helping to strengthen sustainability values and practices within the organization. Furthermore, employees who participate in green initiatives can become internal brand ambassadors who promote a positive company image within their own communities and outside the company. Thus, green recruitment not only affects the company's reputation externally but also strengthens organizational culture and employee involvement in the company's sustainability mission.

Furthermore, strong green recruitment practices can positively contribute to the company's image as a socially and environmentally responsible entity, according to research on the influence of green recruitment on corporate reputation. This is based on the belief that prospective employees and other stakeholders are likely to add positive value to companies that demonstrate a commitment to sustainability. The existence of organizational culture plays an important role in strengthening or weakening the relationship between green recruitment and corporate reputation (Fang et al., 2022; Le Ha et al., 2021). Supporting the values of sustainability and social responsibility within the organizational culture can enhance the positive impact of green recruitment on the company's reputation. Conversely, if the organizational culture fails to uphold these values, the positive impact of green recruitment on the company's reputation may diminish or even vanish. Based on the discussion above the following hypotheses are formulated:

H1. Green recruitment contributes to corporate reputation

H2. Organizational culture can moderate the influence of green recruitment on its contribution to corporate reputation

Moreover, green recruitment and employee job satisfaction can be understood through several aspects that influence employees' experiences and perceptions of their work environment. First, green recruitment allows companies to attract and select employees who have values and commitment to environmental sustainability. Employees who choose to work for companies that have green hiring practices usually

have an awareness of environmental issues and may feel more aligned with the company's values. This can lead to increased job satisfaction due to the congruence of values between employees and the company. In addition, green recruitment often reflects the company's commitment to social and environmental responsibility, which can build a positive image of the company in the eyes of employees. Employees who are proud to work for a company with a good reputation for sustainability and social responsibility tend to feel more satisfied with their jobs (Hastuti and Muafi, 2022). They feel involved in a larger mission and can feel that their contributions are having a positive impact on the environment and society. Overall, green recruitment is not only a strategy to strengthen a company's reputation in external eyes, but can also have a positive impact on employee job satisfaction (Qurtuba et al., 2023). This is because green hiring practices create a work environment that is more consistent with employees' values and concern for environmental issues, as well as offering them the opportunity to be involved in initiatives that are bigger and more meaningful to them. Therefore, the authors proposed the following hypothesis in light of the arguments previously discussed:

H3. Green recruitment contributes to employee job satisfaction

2.5. Green training

Green training is a company effort to increase employee awareness and skills regarding sustainable and environmental practices. This training not only provides new knowledge to employees, but also communicates the company's commitment to sustainability to all members of the organization (Ari et al., 2020). The direct impact of green training on a company's reputation lies in the company's image as a socially and environmentally responsible entity. By training employees to adopt environmentally friendly practices, companies demonstrate dedication to sustainable values to the wider community, customers and other stakeholders. This can enhance a company's image as a leader in social and environmental responsibility in their industry. In addition, green training can strengthen an organizational culture that supports sustainability (Abdelhamied et al., 2023). Employees who are well trained in green practices tend to be more engaged and motivated, which in turn can create a work culture that is more positive and proactive towards environmental issues. A strong organizational culture of sustainability helps maintain a company's reputation as a caring and responsible workplace. Overall, green training plays an important role in building and maintaining a company's reputation as a pioneer in sustainability and social responsibility. This not only influences external perceptions of the company, but also creates an internal environment that supports innovation, sustainability and greater employee engagement.

Green training on corporate reputation reflects the belief that effective green training can positively influence a company's reputation in terms of sustainability and social responsibility. By providing adequate training to employees on green practices, companies can improve external and internal perceptions of their commitment to the environment. This can improve the company's image as a socially and environmentally responsible entity in the eyes of stakeholders (Hastuti and Muafi, 2022). By proposing that organizational culture acts as a moderating variable that can strengthen or weaken the relationship between green training and corporate reputation. If the organizational culture supports sustainability and environmentally friendly values, the positive effect of green training on the company's reputation can be strengthened. On the other hand, if the organizational culture does not support or even conflicts with these values, then the positive impact of green training on the company's reputation can be reduced or lost (Faeni et al., 2019). However, based on the arguments earlier here, the authors formulated the hypotheses:

H4. Green training contributes to corporate reputation

H5. Organizational culture can moderate the influence of green training on its contribution to corporate reputation

Green training provides an opportunity for employees to increase their knowledge of sustainable practices and the environment. This training not only increases employees' competence and skills in adopting green behavior, but also increases their awareness of environmental issues relevant to their work (Schultheiss and Backes-Gellner, 2024). Employees who take part in green training tend to feel more involved and motivated because they feel the company pays attention to and supports sustainability. This can increase job satisfaction because employees feel their values and interests are recognized and supported by the company. They can feel prouder and more connected to their organization, which in turn increases overall satisfaction levels. Apart from that, green training also creates opportunities for employees to participate in larger and more meaningful initiatives for the environment. This can provide a greater sense of accomplishment and provide intrinsic motivation that increases job satisfaction. Additionally, the adoption of sustainable practices learned in training can lead to increased employee engagement in the company's efforts to become more environmentally friendly (Darabaris, 2007). Overall, green training plays an important role in increasing employee job satisfaction by increasing their knowledge, involvement and motivation towards environmental and sustainability issues. This creates a more positive and progressive work environment, where employees feel more connected to the company's values and shared goals of achieving sustainable success. Based on the previously discussed arguments, the authors proposed the following hypothesis:

H6. Green training contributes to employee job satisfaction

2.6. Green rewards

Green rewards are a strategy to provide recognition and appreciation to employees who participate in sustainable practices or achieve certain environmental goals. Implementing green rewards, companies can improve their image as organizations that care about the environment. This provides a positive signal to internal (employees) and external (consumers, investors and society) stakeholders that the company is not only talking about sustainability, but also acting in real ways and rewarding those who contribute (Ghoury et al., 2020). Green rewards can increase employee motivation and involvement in sustainability practices. Employees who receive additional rewards or incentives for participating in green initiatives are likely to feel appreciated and more involved in the company's efforts to achieve sustainability goals. This creates a positive work environment where employees feel supported to actively contribute to creating positive change (Mittal, 2023; Sugiarto and Huruta, 2023).

The influence of Green Rewards on Corporate Reputation assumes that green rewards, as a form of incentive or appreciation for employees who contribute to sustainable practices, can improve a company's corporate reputation. Companies that provide green rewards can be seen as organizations committed to social and environmental responsibility, which can improve their image in the eyes of stakeholders (Mittal, 2023). This means that organizational culture can moderate the relationship between green rewards and corporate reputation. An organizational culture that supports sustainability values and pays attention to sustainable practices can strengthen the positive influence of green rewards on company reputation. On the other hand, an organizational culture that does not support or even inhibits sustainable practices can weaken or reduce the impact of green rewards on corporate reputation. However, based on the arguments discussed previously, the authors formulated the following hypotheses:

H7. Green rewards contribute to corporate reputation

H8. Organizational culture can moderate the influence of green

rewards on corporate reputation

Green rewards, as a form of incentive or appreciation for employees who participate in sustainable practices, have great potential to increase employee job satisfaction. Green rewards recognize employees for their contributions to sustainable practices. This can increase feelings of being valued and recognized by the company, which in turn can increase employee job satisfaction (Hastuti and Muafi, 2022). Involvement in sustainability initiatives, often rewarded through green rewards, can increase employees' sense of ownership and involvement in the company and organizational goals (Abdelhamied et al., 2023; Sugiarto and Huruta, 2023). Employees who feel actively engaged in sustainability practices may be more likely to feel satisfied with their jobs because they can see the positive impact of their efforts. Based on the previously discussed arguments, the authors formulated the following hypothesis:

H9. Green rewards contribute to employee job satisfaction

2.7. Corporate reputation

Corporate reputation is the collective perception of a company by various stakeholders, including customers, employees, investors, business partners, media and the general public. Corporate reputation reflects how a company is rated based on factors such as product or service quality, business ethics, social responsibility, financial performance, innovation, and leadership (Opoku Mensah et al., 2021). A company's reputation can be influenced by product and service quality, which reflects the reliability, innovation and quality of the products or services offered; business ethics and integrity, including honesty, transparency, and compliance with ethical and legal standards; corporate social responsibility (CSR), which demonstrates a commitment to sustainable business practices and positive contributions to society and the environment; financial performance, which includes financial stability, profitability and shareholder value; innovation, which includes a company's ability to innovate and lead the market with new products or services; leadership and management, which reflects the quality and effectiveness of management and company leadership; employee experience, including working conditions, well-being and employee satisfaction; and stakeholder relationships, which involve how a company interacts and communicates with customers, suppliers, communities and other stakeholders (Wang et al., 2023). A good company reputation can provide various benefits, including competitive advantages that make it easier for companies to attract and retain customers, employees and investors; customer loyalty who are more likely to remain loyal and recommend companies with a good reputation; easier access to capital as investors are more likely to invest in companies with a strong reputation; the ability to charge premium prices for their products or services; as well as lower risk because companies with a good reputation are more resilient to crises and can recover more quickly from reputation problems.

Corporate reputation reflects external and internal perceptions of the company's image as a socially responsible entity, which can have a positive influence on employee job satisfaction. A positive perception of a company's reputation can create a stable, confident work environment and give employees a sense of pride (Chaudhary, 2021). Employee job satisfaction, which includes aspects such as satisfaction with the job itself, relationships with superiors and colleagues, and work-life balance, is influenced by the company's reputation. Employees who believe in a company's positive reputation tend to feel more valued, more engaged, and more satisfied with their jobs. The authors developed the following hypothesis based on the arguments previously discussed (Fig. 1):

H10. Corporate reputation contributes to employee job satisfaction

3. Methodology

Researchers chose companies in the food and beverage sector as

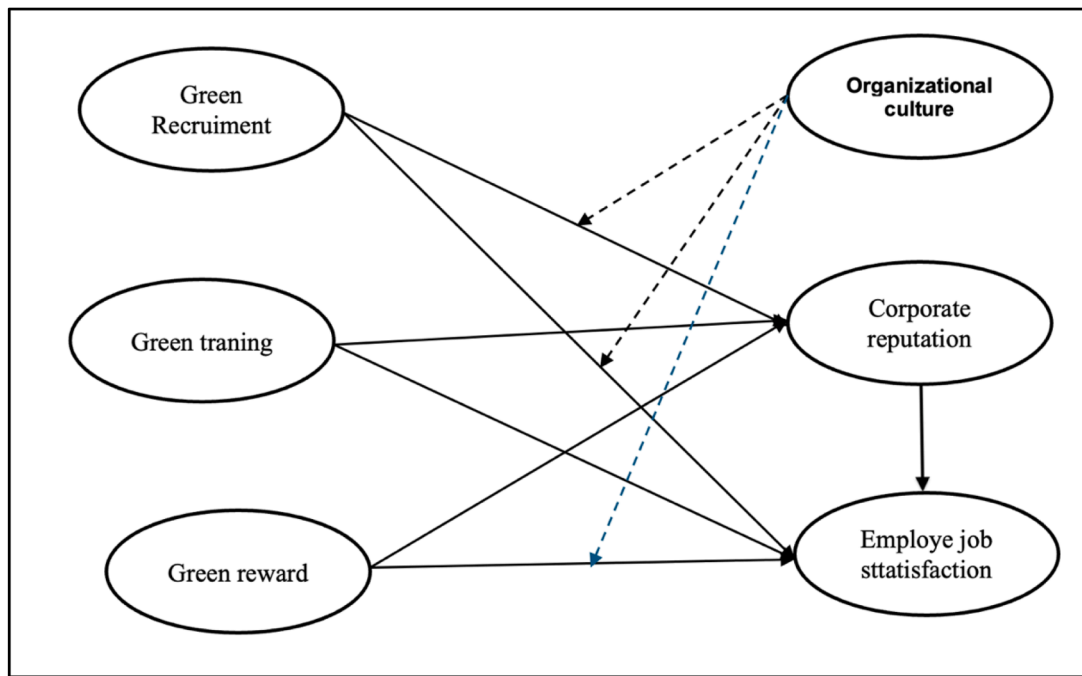


Fig. 1. Research model.

research subjects for relevant Green Human Resource Management (GHRM) practices for several related reasons. First, the food and beverage industry has significant environmental impacts, such as intensive water use, complex waste management, and the use of sustainable raw materials (Ghoury et al., 2020). Implementing GHRM in this sector can reduce negative environmental impacts by encouraging practices such as better waste management, efficient use of energy, and organic or sustainable raw materials. Second, increasing consumer awareness of sustainability forces companies to become more responsible towards the environment and society, which can improve their reputation and sales (Opoku Mensah et al., 2021; Song et al., 2020). Third, in competitive markets, a company’s reputation and image have a major influence on success, and adopting GHRM can help companies differentiate themselves, attract top talent, and improve overall performance. Finally, strict regulations in the industry, especially related to food safety and the environment, encourage companies to adhere to higher standards, which can be strengthened through the implementation of GHRM. With a focus on food and beverage, GHRM research can uncover best practices and unique challenges, providing valuable insight into how companies can achieve sustainability goals while improving overall organizational performance.

The population in this study the food and beverage sector that promoted Green Human Resource Management (GHRM) practices in Indonesia and produced instant noodles, snacks, dairy products, candy, biscuits, wafers, and chocolate, Milk, yogurt, and cheese. The Indonesia Stock Exchange (IDX) consistently listed 24 companies in this sector until 2024. However, only 11 of these companies were identified as actively implementing GHRM practices, based on direct interviews with stakeholders located in Jakarta, West Java, and East Java. The research involved distributing questionnaires to employees and managers of these companies via Google Forms, shared online. The data collection process spanned from January 2024 to August 2024. Since the exact sample size could not be determined, the study employed a non-probability sampling technique, specifically snowball sampling. We asked the initial respondents to recommend additional participants until we achieved the desired sample size. We deemed 755 of the 920 completed questionnaires suitable for the research.

The research approach utilized Structural Equation Modeling (SEM)

with Partial Least Squares (PLS), a method well-suited for this study due to its ability to handle large sample sizes and its lack of strict normality assumptions, making it ideal for questionnaire-based data. PLS-SEM is effective in analyzing complex models with multiple latent variables and indicators, focusing on exploring and predicting relationships between variables, which is relevant for identifying influences among employees and managers. This method is flexible with ordinal or interval data scales commonly used in questionnaires and can manage data heterogeneity (Oktaviani, 2024). Additionally, PLS-SEM allows for multi-group analysis, such as comparing results between employees and managers, and provides in-depth estimations of relationships between latent variables. With its focus on practical applications, PLS-SEM delivers insights that can be directly applied to managerial decision-making or workflow improvements, making it an efficient and ideal tool for this research (Oktaviani and Meidiyustiani, 2025) (Table 1).

4. Results

The test results show that the indicators for each question item in the questionnaire meet the standard criteria for testing the outer model, namely 0.7, so they can be said to be valid question indicators and can

Table 1
Description of respondents.

Statistical Characteristics	Category	Frequency	Valid Percentage
Gender	Man	330	44 %
	Female	425	56 %
Age	17–25	103	14 %
	26–35	252	33 %
	36–45	194	26 %
	Above 45	206	27 %
	Education	High School	96
	College	430	57 %
	Postgraduate	198	26 %
	Other	31	4 %
Tenure	< 1 year	132	17 %
	> 1 - 5 years	295	39 %
	> 5 - 10 years	173	23 %
	> 10 years	155	21 %

describe the research variables (Table 2).

Methods for measuring construct validity in confirmatory factor analysis (CFA) or structural equation modeling (SEM). AVE measures how well a construct represents existing indicators. From the test results, all research construct variables, namely corporate reputation, employee job satisfaction, green recruitment, green reward, green training and organizational culture, have high AVE values above 0.6, thus helping researchers to understand whether the selected indicators are in accordance with the construct. want to be measured, as well as to carry out more accurate statistical analysis (Table 3).

HTMT (Heterotrait-Monotrait Ratio) is a method used to test discriminant validity between constructs in confirmatory factor analysis or structural equation modeling (SEM). The HTMT value is used to evaluate how well a construct can be differentiated from other constructs in the model. From the test results of all research construct variables, namely corporate reputation, employee job satisfaction, green recruitment, green reward, green training and organizational culture, it shows that the construct has good discriminant validity, meaning that the construct can be differentiated well from other constructs (Table 4).

The results of the determination test are shown by an adjusted R square value of 0.803, meaning that corporate reputation is influenced by green recruitment, green reward, green training by 80.3 %, while the adjusted R square value is 0.862, meaning that employee job satisfaction is influenced by green recruitment, green reward, green training. and corporate reputation of 86.2 % (Table 5).

Hypothesis testing is a statistical process used to make decisions about whether a statistical hypothesis can be accepted or rejected based on empirical evidence gathered from data. Hypothesis testing is often used in various scientific disciplines to draw conclusions about a population based on samples taken from that population. The results of hypothesis testing are shown in Table 6.

The hypothesis testing criteria indicate that a p-value < 0.05 signifies hypothesis acceptance, while a p-value > 0.05 leads to its rejection. The results reveal that green recruitment significantly impacts corporate reputation (H1 accepted) but does not affect employee job satisfaction (H3 rejected), suggesting that while it enhances external perceptions, it does not directly influence internal satisfaction. Green training positively affects both corporate reputation and employee job satisfaction (H4 and H6 accepted), indicating its dual benefits in improving organizational image and empowering employees. Similarly, green rewards significantly influence corporate reputation (H7 accepted) but do not impact job satisfaction (H9 rejected), implying that intrinsic factors may hold more weight for employee contentment. Organizational culture shows no significant impact on corporate reputation or moderation effects on GHRM and reputation (H2, H5, and H8 rejected), highlighting the need for better alignment between culture and sustainability values. Finally, corporate reputation significantly enhances employee job satisfaction (H10 accepted), underscoring the role of a strong external image in boosting internal morale. These findings emphasize that while GHRM practices like green recruitment, training, and rewards improve corporate reputation, their integration with organizational culture and employee-centric strategies is crucial to maximizing both external and internal benefits (Fig. 2).

5. Discussion

The findings of this study is green recruitment has a significant influence on corporate reputation in the context of food and beverage companies for several main reasons. First, green recruitment practices demonstrate a company's commitment to sustainability and social responsibility (Chaudhary, 2021). In the food and beverage industry, where environmental issues such as water management, waste and use of raw materials are critical, companies adopting green recruitment are seen as pioneers in addressing these challenges. This can improve the company's image in the eyes of consumers, investors and the general public who are increasingly concerned about environmental issues.

Table 2
Outer loading test.

Variables	Items	Outer Loading	Information
Corporate Reputation (Opoku Mensah et al., 2021; Wang et al., 2023)	The company is widely recognized for its commitment to high-quality products and services	0.886	Valid
	The company has a strong reputation for treating its employees fairly and ethically	0.861	Valid
	The company demonstrates responsibility and care for environmental sustainability	0.890	Valid
	The company is perceived as a leader in the food and beverage industry	0.917	Valid
Employee Job Satisfaction (Hastuti and Muafi, 2022; Meng and Berger, 2019)	The company actively engages in social responsibility initiatives that benefit the community	0.887	Valid
	I am satisfied with the opportunities for professional development provided by the company	0.916	Valid
	I feel valued and recognized for my contributions at work	0.928	Valid
	I feel that my work-life balance is adequately supported by the company	0.926	Valid
	The work environment is conducive to performing my job effectively	0.899	Valid
Green Recruitment (Le Ha et al., 2021; Opoku Mensah et al., 2021)	The company actively promotes environmentally sustainable practices during the recruitment process	0.874	Valid
	Environmental considerations are included as part of the criteria when selecting candidates for roles in the company	0.914	Valid
	I believe the company prioritizes hiring individuals who are committed to sustainability and environmental responsibility	0.941	Valid
Green Reward (Abdelhamied et al., 2023; Le Ha et al., 2021)	The company recognizes and rewards employees who contribute to sustainability and environmental initiatives	0.925	Valid
	I feel that my efforts towards environmental responsibility are acknowledged and rewarded by the company	0.939	Valid
	The company offers incentives or rewards for implementing eco-friendly practices in my daily work	0.932	Valid
	Environmental achievements are included in performance appraisals and recognition programs at the company	0.903	Valid
Green Training (Abdelhamied et al., 2023; Opoku Mensah et al., 2021)	The company provides training programs that focus on environmentally sustainable practices in our industry	0.778	Valid
	I have received training on how to reduce the	0.880	Valid

(continued on next page)

Table 2 (continued)

Variables	Items	Outer Loading	Information
Organization Culture (Faeni et al., 2019; Hastuti and Muafi, 2022)	environmental impact of my work	0.892	Valid
	The company regularly offers workshops or seminars on sustainability and green initiatives		
	I feel that the green training I have received helps me make more environmentally responsible decisions at work	0.898	Valid
	The company encourages employees to stay informed about environmental trends and best practices through training	0.806	Valid
	The company fosters a culture of collaboration and teamwork among employees	0.960	Valid
	There is a strong sense of shared values and goals within the organization	0.950	Valid
	The company encourages open communication at all levels	0.922	Valid
	The organizational culture promotes a positive work environment where employees feel supported	0.890	Valid

Table 3
Reliability and validity test.

	Cronbach's alpha	Composite reliability	AVE
Corporate reputation	0.933	0.934	0.789
Employee job satisfaction	0.937	0.938	0.841
Green recruitment	0.896	0.903	0.828
Green rewards	0.943	0.943	0.855
Green training	0.905	0.909	0.726
Organizational culture	0.954	1170	0.867

Table 4
HTMT test.

	Heterotrait-monotrait ratio (HTMT)
Employee job satisfaction <-> Corporate reputation	0.807
Green recruitment <-> Corporate reputation	0.836
Green recruitment <-> Employee job satisfaction	0.801
Green reward <-> Corporate reputation	0.743
Green reward <-> Employee job satisfaction	0.897
Green reward <-> Green recruitment	0.853
Green training <-> Corporate reputation	0.898
Green training <-> Employee job satisfaction	0.877
Green training <-> Green recruitment	0.884
Green training <-> Green reward	0.835
Organizational culture <-> Corporate reputation	0.051
Organizational culture <-> Employee job satisfaction	0.041
Organizational culture <-> Green recruitment	0.073
Organizational culture <-> Green reward	0.034
Organizational culture <-> Green training	0.076

However, green recruitment does not always have a direct impact on employee job satisfaction in this industry. The main reason is that employee job satisfaction is influenced by various factors, including working conditions, recognition, compensation, and opportunities for

Table 5
R square test.

	R-square	R-square adjusted
Corporate reputation	0.805	0.803
Employee job satisfaction	0.863	0.862

Table 6
Hypothesis test.

	T statistics (STDEV)	P values	Information
Corporate reputation -> Employee job satisfaction	18,046	0,000	
Green recruitment -> Corporate reputation	2753	0.006	H ₁ accepted
Green recruitment -> Employee job satisfaction	0.272	0.786	H ₃ rejected
Green reward -> Corporate reputation	14,104	0,000	H ₇ accepted
Green reward -> Employee job satisfaction	0.923	0.356	H ₉ rejected
Green training -> Corporate reputation	3877	0,000	H ₄ accepted
Green training -> Employee job satisfaction	2914	0.004	H ₆ accepted
Organizational culture -> Corporate reputation	0.625	0.532	H ₁₀ rejected
Organizational culture x Green recruitment -> Corporate reputation	0.181	0.856	H ₂ rejected
Organizational culture x Green training -> Corporate reputation	0.963	0.336	H ₅ rejected
Organizational culture x Green reward -> Corporate reputation	1314	0.189	H ₈ rejected

career development. Although green recruitment conveys positive values regarding sustainability, this may not directly affect job satisfaction if core aspects such as work environment and compensation are not met properly (Khateeb and Nabi, 2023; Yong et al., 2020). Thus, while green recruiting can improve a company's overall image, its impact on employee job satisfaction may be more limited compared to other factors that directly influence their day-to-day work experience (Faeni, 2024).

Moreover, green training has a significant influence on corporate reputation in the food and beverage industry due to several key factors. First, green training shows a company's commitment to sustainability and environmentally friendly practices. In this industry, where environmental issues such as waste management, energy use, and sustainability of raw materials are critical, companies that invest time and resources in green training will be considered leaders in environmental protection efforts. Apart from that, green training can also increase employee competency in sustainable practices (Opoku Mensah et al., 2021). Employees who are well trained in waste management, energy efficiency, or sustainable use of raw materials will be better able to contribute to the company's sustainability goals. This can have a positive impact on the company's operational performance and reduce negative impacts on the environment. As a result, the company's reputation as a socially and environmentally responsible entity will improve, strengthening the company's position in the eyes of consumers, investors and the general public (Le Ha et al., 2021).

On the other hand, green training can also contribute to increasing employee job satisfaction. When employees are given the opportunity to develop new skills in an environmentally supportive context, they tend to feel valued and recognized for their contributions to the company's sustainability goals. Employees who feel involved in ongoing initiatives and given opportunities for development typically have higher levels of job satisfaction (Fang et al., 2022). They can feel the positive impact their work has on the environment, which increases their intrinsic motivation and sense of ownership of the company. Overall, green training not only helps improve a company's reputation for sustainability, but also has the potential to increase employee job satisfaction

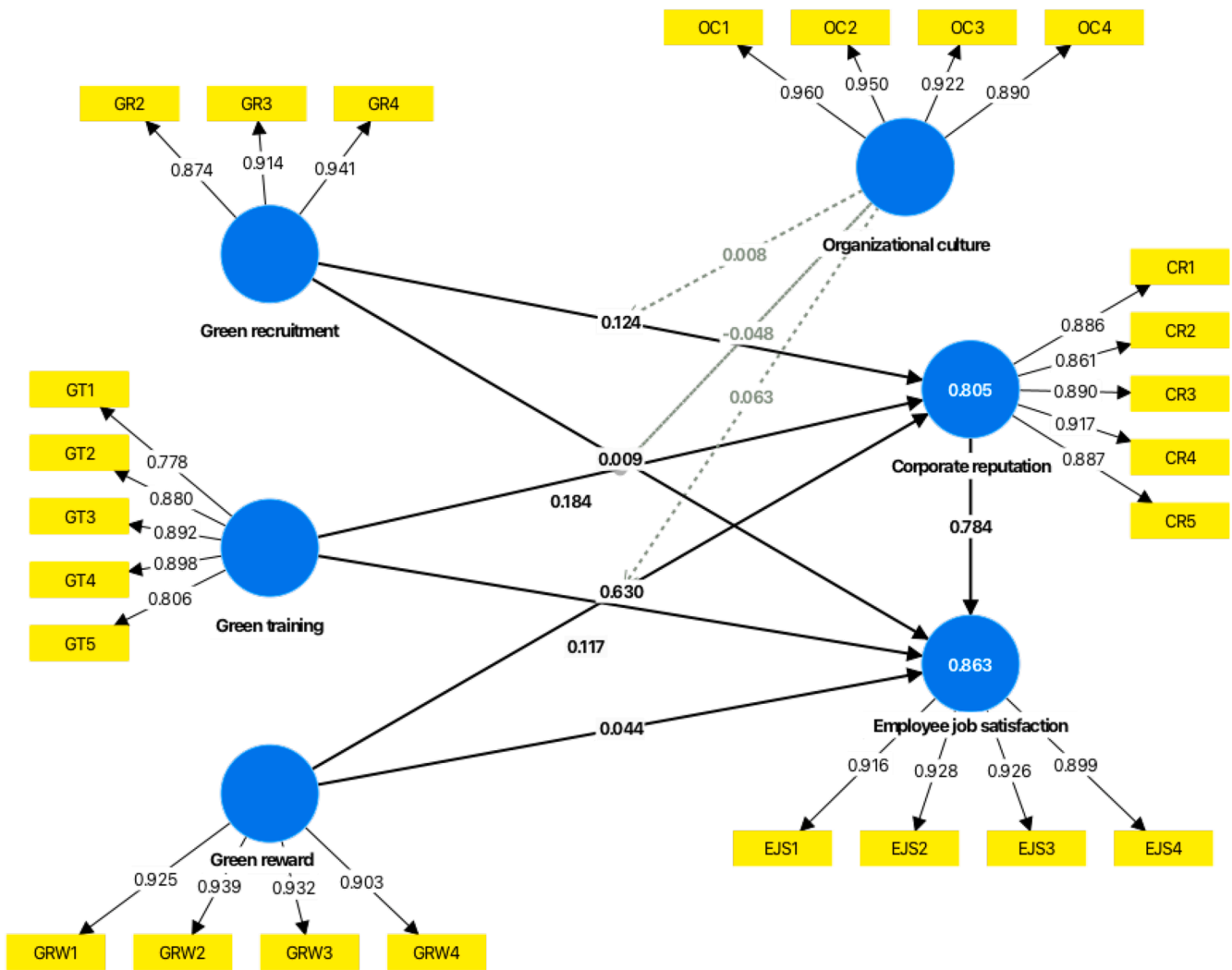


Fig. 2. Research Model Results.

by providing them with the skills and opportunities to contribute positively to the company’s sustainability goals (Faeni, 2023).

In addition, green rewards have a significant influence on corporate reputation in the food and beverage industry for several main reasons. First, green rewards reflect a company’s commitment to sustainability and social responsibility. In a context that is increasingly concerned about environmental issues, companies that adopt green reward practices demonstrate that they are not only oriented towards profitability but also pay attention to their impact on the environment and society. Green rewards can also improve a company’s image in the eyes of consumers, investors and the general public (Abdelhamied et al., 2023). Consumers tend to prefer products from companies known for sustainable practices, while investors are often more interested in investing in companies that have a positive track record of social and environmental responsibility. By strengthening a company’s reputation as a leader in sustainability, green rewards can help differentiate a company from its competitors in an increasingly competitive marketplace.

However, green rewards do not always directly affect employee job satisfaction in the food and beverage industry. While it is important to encourage sustainable behavior in the workplace, employee job satisfaction is influenced by a variety of factors, including work environment, compensation, opportunities for career development, and work-life balance. Green rewards may be considered one aspect of a broader compensation package, but its impact on employee job satisfaction may be more limited compared to these factors (Elshaer et al., 2023; Yong

and Mohd-Yusoff, 2016). Thus, while green rewards can be significant in strengthening a company’s reputation for sustainability and social responsibility, their impact on employee job satisfaction may not be as great as other factors that directly influence their daily work experience.

6. Conclusion

The implementation of GHRM in food and beverage companies significantly improves their corporate reputation. Practices such as green recruitment, green training, and green rewards help strengthen the company’s image as a socially and environmentally responsible entity. This not only increases the company’s attractiveness in the eyes of consumers who are increasingly concerned about environmental issues, but can also increase the confidence of investors and the general public. Although GHRM contributes positively to corporate reputation, its impact on employee job satisfaction in the food and beverage industry may be more limited. Factors such as working conditions, compensation, and career development opportunities remain the main factors influencing employee job satisfaction. Although green initiatives such as green training and green rewards can provide added value, their impact on employee job satisfaction is not always as great as expected.

Overall, GHRM provides a great opportunity for food and beverage companies to strengthen their image as agents of positive change in sustainability. However, to achieve optimal results, it is important for companies to properly integrate GHRM practices in their overall

strategy, while keeping in mind the factors that influence employee job satisfaction. Thus, companies can strike a good balance between enhancing their reputation and increasing the satisfaction and well-being of their employees.

This study contributes novel insights into the field of environmental management by presenting a Green Human Resource Management (GHRM) model tailored to the food and beverage sector in Indonesia, which has been underexplored in the literature. The originality of this work lies in its contextualized approach, examining specific industry-related GHRM dynamics and highlighting the nuanced impacts of green initiatives on reputation and employee outcomes, particularly within an organizational culture framework. By establishing that green practices notably enhance corporate reputation while their effects on job satisfaction remain limited, this research identifies essential factors and challenges that shape the adoption of GHRM practices. The findings are relevant and essential, as they guide companies in leveraging GHRM not only to foster corporate reputation but also to strategically align these practices with broader sustainability goals. This research holds broader implications for practitioners and policymakers aiming to implement GHRM strategies that resonate beyond the food and beverage industry, thereby advancing sustainability agendas across various sectors.

This paper adds novelty to environmental management studies by developing a GHRM model specifically tailored for the Indonesian food and beverage industry, a topic not extensively explored in previous literature. Therefore, this study's uniqueness lies in its contextual approach, which assesses specific GHRM dynamics within a specific industry and focuses on the nuances that may exist with the impact of green initiatives on reputation and employee outcomes, particularly in relation to organizational culture. Based on the findings that green practices effectively enhance corporate reputation but have limited effects on job satisfaction, the study identified the key factors and challenges that influence the adoption of GHRM practices. These findings are timely and important, as they help companies understand how to use GHRM to build corporate reputation and align these practices with other broader goals of sustainability. The study also contains broader implications for practitioners and policymakers who want to use GHRM strategies outside the food and beverage industry but can be helpful in sustainability agendas within different business sectors.

7. Theoretical implications, practical implications, and limitations

Theoretical Implications: This research makes notable implications for the theoretical framework of Green Human Resource Management (GHRM) by contextualizing its application in the food and beverage (F&B) industry within a developing country setting. It addresses the underrepresentation in the existing body of literature, especially for sector-specific studies in industries such as food and beverages that have very particular problems regarding sustainability, and therefore expands the existing body of literature. The study contributes a holistic view by integrating green recruitment, green training, and green rewards into one framework, which enriches our understanding of how these practices collectively influence corporate reputation and employee job satisfaction. This research also identifies organizational culture as a moderating variable that may magnify or weaken the effectiveness of GHRM practices. This theoretical addition underlines the need for further investigation of the cultural dynamics of sustainability-oriented human resource practices. The focus on Indonesia also reduces the geographical bias of GHRM literature, which so far has predominantly focused on developed economies. The study of GHRM in a developing country context provides insights into how local factors, such as regulatory frameworks, economic conditions, and societal pressures, influence the adoption and outcomes of sustainable HR practices. These contributions fill critical gaps in the literature and pave the way for future research to explore GHRM in diverse industrial and geographic contexts.

Practical implications: The findings of this study offer actionable insights for practitioners and policymakers aiming to enhance corporate reputation and employee well-being through effective GHRM practices in the F&B industry. First, firms should develop green recruitment strategies by incorporating ecological criteria into their recruitment process to attract environmentally sensitive applicants. While green recruitment alone significantly enhances corporate reputation, it can further improve job satisfaction of employees by improving workplace factors such as compensation and career development. Green training programs, which positively influence corporate reputation and employee satisfaction, should focus on practical skills in sustainable practices, enabling employees to feel valued and aligned with the company's sustainability goals. Similarly, green rewards may improve an organization's image as a leader in sustainability but have a greater impact on job satisfaction when they are part of a holistic system of rewards that meets the diversity of employee needs. On the other hand, such a sustainability-oriented organizational culture is a prerequisite for effective GHRM practice implementation. The leaders should embed the green values in policies and everyday practices to ensure employee engagement and cultural alignment with the sustainability objectives. In addition, policymakers can provide further incentives for GHRM adoption and facilitate collaboration between companies and sustainability-focused organizations. Lastly, the food and beverage industry faces unique problems in areas like managing waste and finding sustainable sources of materials. These problems need special GHRM solutions to keep the environment as safe as possible and please customers who are becoming more eco-conscious. This research fills in the gaps between theoretical progress and real-world applications. It shows how GHRM can change the way organizations work to meet sustainability goals and gives future researchers and businesses a plan for what they should do.

However, While this research provides valuable insights into the adoption of GHRM practices and their impact on corporate reputation and employees' welfare in Indonesia's F&B industry, a few limitations must be conceded. First, sectoral focus: We cannot generalize the findings of the present study to other industries because it exclusively focuses on the F&B sector. While the food and beverage industry faces unique challenges in terms of sustainability issues, the dynamics of GHRM practice implementation may vary for other industries. Second, it is a geographical scope; the study focuses on Indonesia. While the country provides important insights into the context of a developing country, it may not fully represent other developing economies due to different cultural, regulatory, and economic conditions.

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The authors mentioned in the manuscript have agreed to authorship, read and approved the manuscript and given consent for submission and subsequent publication of the manuscript.

Declaration of generative AI and AI-assisted technologies in the writing process

During the preparation of this work, the author(s) leveraged AI-assisted technologies to help improve the language script.

CRediT authorship contribution statement

Dewi Puspaningtyas Faeni: Writing – review & editing, Writing – original draft, Visualization, Validation, Methodology, Investigation, Funding acquisition, Data curation, Conceptualization. **Retno Fuji Oktaviani:** Formal analysis, Data curation. **Hosam Alden Riyadh:** Writing – review & editing, Writing – original draft, Data curation,

Conceptualization. **Ratih Puspitaningtyas Faeni**: Project administration, Methodology, Investigation. **Baligh Ali Hasan Beshr**: Writing – review & editing, Writing – original draft.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data availability

Data will be made available on request

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