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Is the Indonesian Millennial Workforce Attracted to Companies with Green HRM Strategies?

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ABSTRACT

Nowadays, the millennial workforce dominates Indonesia's demographic bonus. This generation is more aware of environmental issues, and this drives industries to apply green human resource management (GHRM). This study aims to measure the influence of GHRM strategies in attracting the millennial workforce. Using non-probability sampling, a total of 340 millennials between 19–39 years old, employed or looking for a job, participated in this study. Using multiple regression analysis, the study found that the millennial workforce is attracted to industries where GHRM strategies are applied to measure work performance while industries that conduct less-innovative green training are the least attractive. It implies that companies that concern with environmental sustainability goals and action, as well as having more innovative green training programs, are more appealing to the millennials. This is the first study of its kind that observes the viability of green HRM practices in recruitment, suggesting that industries will become more attractive to the millennial workforce if organizational resources and attention are focused on green areas of human resource management. Therefore, industries are advised to implement GHRM sooner to attract more millennials and help companies achieve sustainability goals.

KEYWORDS

Green HRM
Job attraction
Millennials
Recruitment
Indonesia

INTRODUCTION

The issue of environmental sustainability has been a concern for Indonesia since it was brought up at the United Nations Conference on Environment and agreed upon in Sweden in 1972 (HPLI, 2019). Indonesia has pledged to carry out the Green Growth Program, which was officially launched by the government in 2012 and is now focused on implementing green action strategies in industries (BAPPENAS, 2019). This commitment was cemented as a policy by the Ministry of Industry and now becomes a mandate for every industry, stating that aside from achieving economic and monetary growth, Indonesian industries must swift into green industries. They must endeavor to integrate green organizational and human resources practices in their development roadmap.

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The integration of environmental focus and human resource management is called Green Human Resource Management or GHRM (Renwick, Redman, & Maguire, 2012). GHRM encompasses all activities, applications, implementation, development, and execution of systems aimed at developing employees with a green mindset—a concern for environmental protection and sustainability through behavior and actions so that the industries can contribute to environmental sustainability (Opatha & Arulrajah, 2014).

There are several justifications for this study. First, while a review of the literature shows that many companies have accepted the organizational benefits of GHRM practices in achieving sustainability goals, most of the studies provide a theoretical lens and are adopted from the Western perspective (Kulshrestha & Srivastava, 2018; Shen, Dumont, & Deng, 2018; Ali, Islam, & Perveen, 2018; Yadav, 2017). There have been few studies on the GHRM benefits in the Indonesian context, and only a few attempts have been made to identify stakeholder perspectives on the utility of GHRM in relation to company performance (e.g., Suharti & Sugiarto, 2020; Muafi & Kusumawati, 2021). The few studies on GHRM in Indonesia show a non-related focus on other variables, but not on HRM practices, e.g., supply chain and business performance (Muafi & Kusumawati, 2021) and sustainable banking (Assyofa, Rani & Yuliawati, 2019). This gap provides a wide opportunity to study the area of GHRM in relation to HR practices, particularly recruitment, training, and performance management. These practices support the promotion of Sustainable Human Resource Management (SHRM). A study by Chams and García-Blandón (2019) noted that GHRM has contributed to developing a sustainable work environment and facilitating the achievement of Sustainable Development Goals (SDGs). Second, the millennial generation in Indonesia (those in the productive age between 16–64 years old) contributes to the era of demographic bonus. The millennial generation is argued to have a supportive mindset toward GHRM (Deloitte, 2019). They are characterized by their care for, and awareness of, environmental issues and the company's social responsibility to the environment (Kurian, 2017). Mwita and Kinemo (2018) found that the presence of green recruitment and selection and performance practices are highly attractive to those applying for jobs, or those employed in such companies with GHRM. Other studies found that GHRM increases employee retention (Santosraj, 2017) and employee engagement (Reddy, 2017). Thus, the millennial generation is the most likely to benefit from GHRM practices at work. However, data from 2019 show that only a few industries do so (BPS, 2019). The lack of industry studies on GHRM and the workforce probably accounts for the lack of attention in this area and alludes to the fact that there has been no study done to date to determine whether the Indonesian millennials are attracted to GHRM practices.

Therefore, the objective of this study is to determine the significant influence of GHRM strategies (green recruitment, green training, and green performance management) on attracting the millennial workforce to apply for jobs in companies that apply GHRM. There are several research questions to address:

1. Do green recruitment strategies influence the job attraction of the millennial workforce?
2. Do green training strategies influence the job attraction of the millennial workforce?
3. Do green performance management strategies influence the job attraction of the millennial workforce?
4. Do green HRM strategies (green recruitment, green training, green performance management) simultaneously influence the job attraction of the millennial workforce?

The rest of the paper is structured as follows: the literature review discusses the key construct of green HRM and its attendant sub-areas, followed by the research approach and data analysis, the discussion part, and the conclusion and implications to managerial practice. Suggestions for further research are also presented.

LITERATURE REVIEW

Green Human Resource Management

Green Human Resource Management (GHRM) is an HR practice that focuses on environmental-friendly initiatives to promote the goals of environmental sustainability (Ramasamy, Inore, & Sauna, 2017). It is about policy, practices, and systems that encourage employees to consider the personal benefit, natural environment benefit, and business benefit of a green work environment (Arulrajah, Opatha, & Nawaratne, 2015). GHRM also means the involvement of environmentally-friendly initiatives in ensuring greater efficiency, lower cost, greater engagement in employees, and retention (Chanderjeet, 2017). It is the use of HRM practices and policies to support environmental-friendly goals that help sustainability (Reddy, 2017). It focuses on reducing waste and optimizing the use of all resources as proof that a business organization has fulfilled the objectives of protecting the environment (Kulshrestha & Srivastava, 2018). GHRM includes practices that are related to proper strategy, high commitment, and high performance to contribute to environmental protection (Tang, Chen, Jiang, Paille, & Jia, 2017). A company that is practicing GHRM is seen to be more attractive to job candidates (Mwita & Kinemo, 2018). In other words, GHRM has a significant relationship with job attraction/job pursuit intention (Chaudary, 2018).

Green Recruitment

Green Recruitment (GR) is about applying eco-friendly ways in the recruitment process and considering applicants that have a mindset of green values and practices (Mishra, 2017). In this process, the recruiter must ensure that the new talents are familiar with the organization's sustainability goals and activities to achieve the goals (Amutha, 2017). The green skills and green values are applied in the process of hiring and attracting candidates (Don-Baridam & Diri, 2021). Green recruitment should be the HR priority because research (Amutha, 2017) has shown that many employees and job seekers nowadays are concerned about environmental issues. Most of them apply and accept the offer only if the company has environmental credentials and concerns about the treatment of the environment as well as profit (Aranganathan, 2018). In this process, the recruiter must ensure that the new talents are familiar with the green activity, environment, and sustainability that may support the effectiveness of environmental management in the organization (Amutha, 2017). Green recruitment enables the company to recruit potential talents who have a higher understanding of environmental and sustainability values or issues (Jabbour & Jabbour, 2016).

Promoting employer-employee engagements in environmental management is one way to attract new talents that have competency and concern to participate in corporate environmental initiatives (Arulrajah, Opatha, & Nawaratne, 2015). The digitalization of recruitment such as using e-recruitment through websites or emails is one practice of green recruitment (Renwick, Redman, & Maguire, 2012). A company can invite candidates or applicants via email, online application form, or other means to build a talent pool (Santhosraj, 2017). Mishra (2017) proposed two processes in green recruitment: 1) applying digitalization such as online tools in every recruitment process to limit the use of paper; 2) considering the green attitude or green behavior of the applicants such as recycling or other basic environmentally friendly activities (Mishra, 2017). Effective green recruitment is one that is concerned with pro-environmental behavior and attitude, which leads to an open conversation between candidates and recruiters and attracts more candidates to the company (Pham & Paille, 2020).

H_1: Green recruitment strategies have a direct and positive influence on job attraction of the millennial workforce

Green Training

Green Training (GT) is an activity system that motivates workers to learn skills and knowledge about environmental protection and environmental issues that are critical to achieving environmental goals (Tang, et.al., 2017). It is also about the practice of green human resource management that aims to develop behaviors, attitudes, skills, and knowledge in order to prevent environmental destruction (Obaid & Alias, 2015). The objective of green training and development is to raise employees' awareness of various environmental issues and cases that have impacts on organizational performance, that will impact employer reputation and job seeker interest (Ali, Islam, & Parveen, 2017). Companies must ensure that they provide effective green training to all employees to improve their skills in effectively executing green cognition and action, and make them participate or engage in green behavior (Shen, Dumont, & Deng, 2018). This green training must be taught to all employees in a company in addition to other learning programs (Lasrado & Zakaria, 2020). Environmental education has an influence on people's behavior and controls segregation-at-source behavior; which can be used as a green training strategy (Cheng & Osman, 2019).

There must be specific training provided by companies to all employees, aimed to create better awareness of power-saving, safety, and the efficient use of energy. The materials of training can be delivered online or in softcopy rather than hardcopy (Likhtikar & Verma, 2017). Furthermore, the company can use paperless or web-based interactive media in training practices rather than using printed material or notes (Santhosraj, 2017). There are numerous green training practices, such as waste treatment, 83 environmentally friendly training methods, and so on, all of which aim to develop employee knowledge, skills, and attitudes towards the environment (Eydan & Al-Juboory, 2019). Green training is important in the organization to inform employees about green practices, green policies, and procedures. It is also necessary to make employees aware that green initiatives such as developing green products and assisting in the reduction of greenhouse gas emissions help the company's image, achieve its vision and mission, and emphasize the company's sustainability-oriented benefits (Yadav, 2017).

H_2: Green training strategies have a direct and positive influence on job attraction of the millennial workforce

Green Performance Management

Green Performance Management (GPM) is about setting corporate performance management with green standards, green audits, and information system that is very critical for environmental sustainability (Mashala, 2018). Green performance in every job is a base for every individual, team, or organization's performance (Arulrajah, Opatha, & Nawaratne, 2016). An organization's GPM initiative can be used to measure the standards and indicators of performance and to get the performance data of employees in relation to their environment and sustainability goals (Sharanya & Radhika, 2016). The improvement and initiative for environmental concerns must be part of the performance appraisal for every employee since the appraisal is the main motivating factor for the employees (Arulrajah, Opatha, & Nawaratne, 2016). Employees use GPM to demonstrate green action practices, strategies, and implementation in order to assist the organization in meeting its environmental management objectives and goals (Ramasamy, Inore, & Sauna, 2017).

In GPM, staff appraisal must take into account the environmental issue and critical environmental incidents, the employees' accepted responsibility for the environment, and the success of communicating environmental concerns in relation to organizational policy (Arulrajah, Opatha, & Nawaratne, 2016). The commitment of the manager in this performance management is significant when his dedication and responsiveness are in line with the activity of environmental management (Mashala, 2018). Evaluating a manager's green results will show how his role has emphasized environmental management and sustainability at work (Adriana, Fahira, Nailassa'adah, & Maula, 2020), and the presence of good green performance management will translate to attracting more workforce (Martins, et al., 2021).

H_3: Green performance management strategies have a direct and positive influence on job attraction of the millennial workforce

Job Attraction

Job attraction is also defined as job pursuit intention. It happens when job seekers are willing to pursue and attend a job interview invitation from an organization (Tarigan, Susanto, Hatane, Jie, & Foedjiawati, 2020). Employers will be remembered if they provide the job seekers with the experience relevant to their passion and interest. The job seekers' judgment of a company is often dictated by how much they know about the company's HR practices. Thus, employer knowledge will influence the way job seekers respond and react to the information of the organization (Cable & Turban, 2015). Three aspects that influence the interest of the workforce in an organization are employer familiarity, employer reputation, and employer image (Cable & Turban, 2015). Employer familiarity is about the level of job seekers' awareness of the organization. It will influence the image and reputation of the organization. Employer reputation is about the evaluation of the public toward a company compared to other firms or organizations. When the public evaluations are good, it influences employers' reputation in job seeker perception (Cable & Turban, 2015). Employer image refers to the perceptions, associations, and attributes that are related to the memorized brand in mind. Job seekers expect that the image of the employer is the same as the information they get about the organization, the image of users is the same as the image of prospective co-workers, and the image of products is the same as the job information given (Cable & Turban, 2015). A company must have a good image which later impacts its organizational prestige. This will influence the interest of the workforce and increase job attraction (Chaudary, 2018).

H_4: Green HRM strategies (green recruitment, green training, green performance management) simultaneously influence job attraction of the millennial workforce

Millennial Workforce

Stafford (2008) stated that millennials are the largest communities and generations that are now entering the workforce phase (Mulyana, Soeaidy, & Taufiq, 2019). They are born between 1981 – 2000 (Ali & Purwandi, 2017). Based on data from the Central Bureau of Statistics (BPS), 50% of all generations in Indonesia will be taken over by millennials; 70% of them are of productive ages in the next 2020 – 2030, which is exactly within the demographic bonus period (Ali & Purwandi, 2017). Two-thirds of Indonesian millennials belong to the workforce (KPPA & BPS, 2018), according to Jacobs & Hawley (2009) means that they are of the productive age, eligible to work, currently working, or looking for a job. Fortunately, millennials are a generation with distinct characteristics,

one of which is their deep concern and care for environmental issues such as climate change, global warming, and so on (Deloitte, 2019; Kurian, 2017). They are also known as the generation invested in health and the environment. Compared to other generations or age groups, millennials are those who put more concern on the environment and environmental issues (Glass Packaging Institute, 2016). Millennials are among the generations that value the environment in their business transactions (Tamara, Widjaja, Elista, & Yassar, 2021). Millennial generations' volunteer activities in Indonesia involve using social media and technology to express their concern for social issues, including environmental problems (Adha, Budimansyah, Kartadinata, & Sundawa, 2019). Many millennial activities are now digitally savvy and support their perception of sustainability products, which leads to their green consumption behavior (Bedard & Tolmie, 2018)

The variables identified in this study were drawn from a thorough review of the GHRM literature, as shown in Table 1.

Table 1. Operational definition of variables

Variable	Definition	Indicator	Reference
Green Recruitment	The recruitment strategies that consider the eco-friendly system in the recruitment process and hiring talents who have awareness of green action and environmental concern	1. Digitalization 2. Environmental standards in the recruitment process	Mishra, 2017
Green Training	A training program that lets workers learn more about knowledge and skill concerning environmental issues as the key of reach environmental goals	1. Knowledge management 2. Enhance of awareness 3. Climate building	Tang, Chen, Jiang, Paille & Jia, 2017
Green Performance Management	Performance management in an organization that involves green audits, green standards, and the information system in order to create environmental sustainability	1. Green audit 2. Green standard	Mashala, 2018
Job Attraction	The willingness of the job seeker to actively process the information of employers that influences the attraction to pursue and behave toward a job offered by the organization	1. Employer familiarity 2. Employer image 3. Employer reputation	Cable & Turban, 2015

Figure 1 below presents the study's theoretical framework

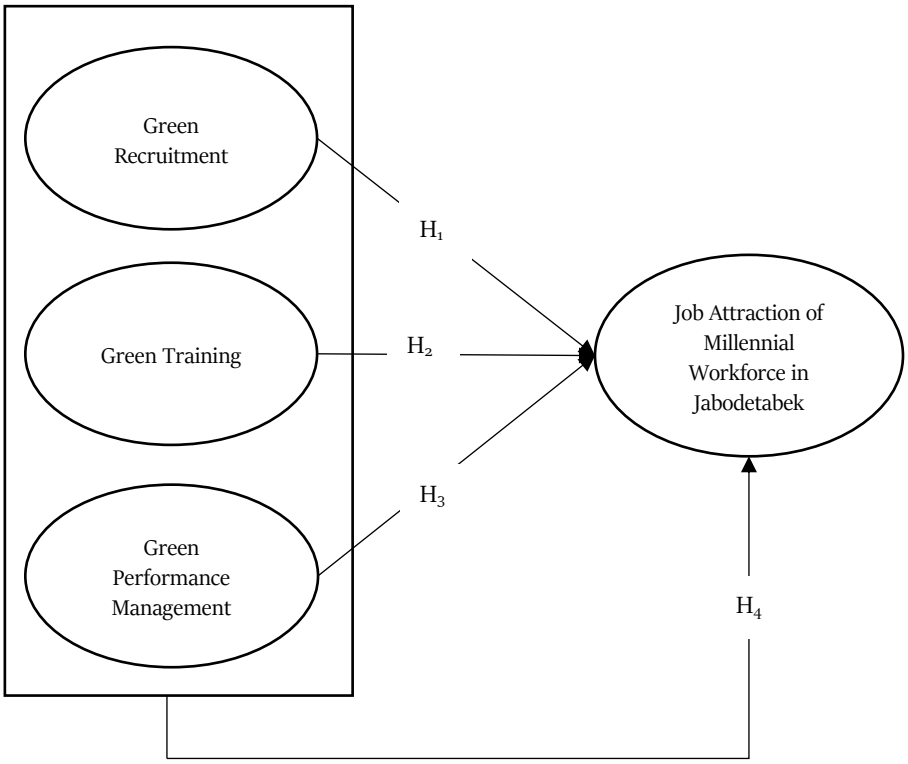


Figure 1. Theoretical Framework

RESEARCH METHOD

This study used a quantitative method since it aimed to make predictions and test hypotheses, as well as confirm and validate them. Respondents were selected using non-probability sampling—a judgmental, subjective, and selective sample that uses specific selection criteria (Sekaran & Bougie, 2016). The criteria for choosing the sample were: a) millennials born between 1981 and 2000; b) millennials included in the workforce (being employed, job seeker, have been recruited) who live in Jabodetabek, a large region with vast numbers of industries which comprise the cities of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek Region) (Indonesia - Investment, 2017). Jabodetabek shows rapid development in its economic activities and population growth in the last 30 years (Dewi, Mustofa, & Riyanto, 2016). The millennial workforce in Jabodetabek was chosen to be involved in this study due to the current relevant condition of demographic bonus in Indonesia, dominated by the millennial workforce who shows their high interest in the environment.

The green recruitment sample questions focused on the digitalization of the recruitment process (e.g., I believe that e-recruitment strategies support companies' programs for environmental sustainability) or applicants' environmental care awareness (e.g., I believe that recruiting applicants who care about the environment is important for organization and environmental sustainability). In terms of green training, the questions were related to creating emotional and technical awareness of

climate change and its effects on the environment (e.g., I believe that conducting integrated training to create emotional involvement towards environmental management will create more committed employees in an organization). Meanwhile, for green performance management, the questions were related to the organization's attempts to align key performance indicators (KPIs) to its environmental sustainability programs (e.g., I believe that company should set green goals and targets for all employees) and the role of managers in the process of strategy setting (e.g., I believe that manager should set strategies to achieve green outcomes, especially in employees' performance appraisal). In terms of job attraction, the questions revolved around applicants' awareness of the company's image and reputation for environmental sustainability (e.g., I am interested to apply in a company that has green reputation I am familiar with).

Respondent Profile

This study involved 340 millennial workers. Females made up the majority of respondents (54%), with males coming in second (46%). 99% of the respondents were between 19 and 25 years old and 54% were employed but looking for another job. Most of the respondents (46%) had a bachelor's degree, followed by senior high school (44%), and the remainder had a diploma or post-graduate education.

Data Collection

This study used a survey questionnaire with a 1-5 Likert scale. The questionnaire was designed and adopted from various relevant previous studies (Ali, Islam, & Perveen (2018); Aranganathan (2018; Mashala, 2018; Cable & Turban, 2015). The questionnaire was pre-tested on 30 people to check its validity and reliability. Except for one question, with an R-Value/Pearson Correlation of more than (0.134), the questionnaire was deemed reliable (Cronbach's alpha ranged between 0.70 – 0.90). It means that all of the variables have high reliability.

Data Analysis

As the best fit for the research objective, this study employed a multiple regression model. It is designed to concentrate solely on the direct and linear influence of independent variables on the dependent variable. The researchers used the T-Test and F-Test to test their hypotheses. The T-Test functions to investigate the influence of an independent variable on a dependent variable in a partial analysis. To do this T-test, the t-count and t-table are compared (Ghozali, 2016). F-test determines the simultaneous influence among all independent variables on dependent variables. However, to measure F-test, there must be a comparison between F-count and F-table that can be seen from the ANOVA table (Black, 2010). Coefficient determination was used to measure how far the independent variable's capability can explain the variation of the dependent variable. Adjusted R2 was also used to avoid bias because it is usable and adjustable in more than two independent variables (Ghozali, 2016). Hypotheses were accepted with some conditions. For the T-Test, if t-count > t-table and the significance is < 0.050, it means that the independent variables influence the dependent variable. For the F-Test, if F-count > F-table and the significance is <0.050, then the independent variables simultaneously influence the dependent variable.

RESULTS

Based on the t-test results presented in table 2, it can be seen that all independent variables have direct and positive influences on job attraction for every 1% increase in job attraction. GR has a direct positive influence at 33.5%, GT at 19.1%, and GPM at 49.6% on job attraction. The Green Recruitment variable has a t-count of 4.289, which is greater than the number of t-table with 340 samples (1.649). The Green Training and Green Performance Management variables have a t-count of 2.586 and 7.862, respectively. All t-counts for independent variables are greater than the t-table (1.649). It implies that all independent variables (Green Recruitment, Green Training, and Green Performance Management) influence the dependent variable (job attraction of the millennial workforce). Therefore, the hypotheses of these three variables (H_1, H_2, and H_3) are accepted.

Table 2. Results of H_1, H_2, and H_3

Hypothesis	ß	t-test	p-value	Result
H_1: Green recruitment → Job attraction	0.335	4.289	0.000	Accepted
H_2: Green training → Job attraction	0.191	2.586	0.010	Accepted
H_3: Green performance → Job attraction	0.496	7.862	0.000	Accepted

The F-count is 111.383 ($p < 0.05$), which is greater than the F-table (2.631). Thus, this study accepts H4, that Green Human Resource Management strategies (green recruitment, green training, and green performance management) have a simultaneous influence on job attraction of the Jabodetabek millennial workforce, Indonesia. The adjusted R^2 is 0.494 or 49%, meaning that the contribution of the independent variables to the dependent variable is 49 percent, with the remaining 51 percent being influenced by other factors or variables outside this study. Based on Sugiyono (2009), 0.499 in R^2 shows medium correlation (Sugiyono, 2009).

DISCUSSION

The results of this study imply that companies should implement GR strategies since they are proven to be appealing to millennials. This generation is known as the "green generation," due to their great concern for environmental issues (Kurian, 2017; Aranganathan 2018; Deloitte 2019). However, today many companies still require applicants to print their CVs and bring them to the interview along with other printed documents. This old-fashion requirement forces the use of paper and use of mobile transportation. Thus, the present researchers suggest companies employ an e-recruitment process to support green recruitment strategies that will reduce the use of paper and gas/carbon emissions.

This study found that GR increases job attraction. It confirms previous studies (Pham & Paille 2020; Arulrajah, Opatha, & Nawaratne 2015; Aranganathan 2018; Ali, Parveen & Islam 2018; Mishra, 2017) which stated that companies with green initiative branding (showing advertisements with a green message and commitment to a green environment) is effective in attracting applicants and can successfully obtain good quality candidates.

In terms of green training (GT), there is a significant relationship between GT and job attraction in the millennial workforce. This finding is supported by previous studies (Tang, Chen, Jiang, Paille, & Jia, 2017; Likhtiar & Verma, 2017; Shen, Dumont, & Deng, 2018; Ali, Islam & Perveen, 2018), which found that GT has a significant influence towards job attraction. Green training is concerned with improving employees' skills and knowledge regarding environmental sustainability. It is a critical

strategy to create attitude and behavior toward environmental sustainability among employees. GT is useful when the organization's training programs enhance greater environmental awareness which promotes heightened emotional involvement in the companies' environmental sustainability efforts. This current study shows that the millennial workforce is willing to learn more about GHRM and would like to implement it as part of their green action mindset and behavior. It proves that the millennial generation pays more attention to environmental action as shown by previous studies (e.g., Aranganathan, 2018; Deloitte 2019).

In terms of green performance management (GPM), the study confirms that there is a significant influence of GPM on the job attraction of the millennial workforce. This finding is in line with previous studies (e.g., Martins, et al., 2021; Sharanya & Radhika, 2017; Ramasamy, Inore, & Sauna, 2017; Mashala, 2018), which also stated that green performance has a positive influence on environmental sustainability which is the effective way to attract new talent. This finding proves that GPM strategies that are concerned with green action and green employee behavior will encourage companies with sustainable development goals to recruit, select, train, and engage the workforce and job seekers who accept and embrace their values of protecting the environment.

The fact that most respondents agree on the implementation of GPM in organizations shows that there is readiness, commitment, and willingness to conduct a green performance. Thus, the study argues that the millennial workforce is ready to be committed to implementing green performance. This result also aligns with the study of Goodwin (2014) which stated that there are lots of millennials participating in Indonesian NGOs who are concerned about the environment. The involvement of millennials in NGO groups is categorized as green action to support environmental sustainability. Promoting GPM in organizations might lead to green behavior / green action. Such a move will strengthen a company's HRM strategy of recruiting and selecting millennials, and thereafter, promote green behaviors that will be beneficial to the company in the long run (Kurian, 2017; Aranganathan, 2018; Deloitte, 2019).

Employees will be more willing to maintain their performance to support environmental sustainability when the company itself sets green goals and targets. The study argues that if green goals and targets are embedded in employees' behavior, the message of environmental sustainability will become an organizational value. Employees will endeavor to achieve environmental sustainability through their performance, enabling them as well to contribute to the organizational performance that focuses on environmental sustainability.

Overall, the findings show that workforce attraction is influenced by a company's overall green human resource management (GHRM) programs. This study confirms that GHRM, which includes green recruitment, green training, and green performance management, has a simultaneous influence on job attraction. Even though current employees are interested in working for companies that implement GHRM, this study justifies the millennial generation's claim that they are concerned about environmental issues. Companies have a great opportunity to use GHRM to attract more millennials now that Indonesia has a demographic bonus. This data is consistent with previous research (e.g., Arulrajah, Opatha, & Nawaratne 2015; Mashala, 2018; Ali, Islam & Perveen, 2018) indicating that GHRM has a significant influence on job attraction.

CONCLUSION

Green HRM is a relatively new topic in Indonesia, and many people are unfamiliar with it. This study provides one of the entry points towards studying the extent of its implementation in Indonesian industries, particularly in relation to whether it can be used as a recruitment strategy to attract

millennials. Indonesia is having a demographic bonus with millennials as the dominating population. The results of this study indicate that green HRM strategies consisting of green recruitment, green training, and green performance management positively and significantly impact the millennial workforce's job attraction. This study has made an empirical contribution to the lack of knowledge and insight about green human resource management in Indonesia. This study is expected to arouse industry interest and awareness in implementing practical green human resource management, as it is one of the requirements imposed by the Indonesian government on companies transitioning to green industries.

MANAGERIAL IMPLICATIONS

Seeing the results that green human resource management strategies have a great influence on job attraction, companies should implement the strategies to attract millennials. From an HR standpoint, implementing GHRM initiatives in Indonesian companies demonstrates that they support the government's green programs. This study has many implications for managerial practice.

First, there has to be leadership commitment that GHRM practices must be part of the core values of company culture. Environmental sustainability must be driven by company leaders as part of the company's vision, mission, and culture, and thus embedded in all activities/aspects of recruiting, selection, training, and employee engagement practices. Sending the message, for example, during the onboarding process that the company intends to take an active role in the global and national movement to protect the environment for future generations is highly appealing to the millennial workforce, who are concerned about the well-being of their families today and in the future.

Second, managers must encourage the rapid digitalization of processes and procedures to foster such a green mindset. Using less paper in recruiting and testing and more social media platforms to create a digital experience for job seekers is a cost-effective strategy.

Third, training and development must focus on building environmental awareness competence. This means, for example, working with industry experts who can deliver new knowledge about environmental sustainability. Then, managers can also collaborate with environmental NGOs that organize and distribute communication materials related to environmental sustainability. Employees who are environmentally adept and well-informed about environmental issues can be relied on as spokespersons for the company’s environmental sustainability programs.

Fourth, managers can also invite global speakers to share and exchange information about the latest trends and issues surrounding environmental sustainability. This global exposure could help enlighten the minds of the local workforce.

Fifth, performance assessments for the employees should include KPIs and programs on environmental sustainability. For example, the workforce could be encouraged to disseminate information to the community about waste recycling and re-use (e.g., as part of community service targets). Such programs not only bring employees closer to the community but also help build a responsible company image and reputation.

Lastly, employees could be encouraged to propose and co-create initiatives that will help the company's brand image as an environmental champion. Employee participation in the design of GHRM practices will cement better employee-employer relationships that could produce

mutual benefits in the implementation of GHRM strategies to help Indonesia in greening the earth and environment.

LIMITATIONS AND FUTURE RESEARCH

The researchers suggest future research focus on GHRM implementation in Indonesia, where primary data research is still scarce, and explore more about GHRM implementation in Indonesia where research using primary data is still scant. The researchers also recommend a larger sample size because the demographic bonus will characterize Indonesia's labor market for at least until 2030. Future research can use qualitative research to explore the implementation of GHRM with its importance, effectiveness, and impact from different perspectives such as from HR practitioners who are the primary driver of its successful implementation. HR practitioners must take upon the challenge of disseminating information about GHRM to key industry stakeholders who will be responsible for GHRM investments and policies. Furthermore, GHRM can also be included in the academic curriculum so that students can study, understand, and explore more about the importance of implementing GHRM in organizations.

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