
The Impact of Green Recruitment and Employee Empowerment on Organizational Culture and SDGs Achievement

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Abstract:

This study aims to analyze the effect of green recruitment and employee empowerment on the achievement of the Sustainable Development Goals (SDGs), with organizational culture serving as a mediating variable in companies in Indonesia. This research is grounded in Green Human Resource Management (GHRM) theory and organizational culture theory, which emphasize that green recruitment as an entry point and employee empowerment as a behavioral mechanism can strengthen the internalization of sustainability values within organizations. Organizational culture is viewed as a crucial bridge linking green HR policies to employees' pro-environmental behavior and the company's SDG achievements. The study employs a quantitative approach with an explanatory survey design. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) based on responses from 100 participants representing various company sectors in Indonesia that published Sustainability Reports for the 2023–2024 period. The research instrument was developed by adapting indicators from the GHRM, empowerment, organizational culture, and SDG literature. Validity, reliability, and goodness-of-fit tests were conducted to ensure the quality of the model. The findings reveal that green recruitment and employee empowerment significantly influence green organizational culture, while employee empowerment has the strongest direct effect on SDG achievement. Organizational culture is proven to mediate the relationship between green recruitment and employee empowerment and the achievement of SDGs. Practically, these findings highlight that corporate success in supporting the SDGs depends not only on administrative compliance, such as sustainability reporting, but also on transforming norms, values, and daily decision-making at the employee level. This study contributes practical insights for developing HR metrics directly linked to SDG indicators and supports policy transformation toward a green economy in Indonesia.

Keywords: *Green Recruitment, Employee Empowerment, Organizational Culture, GHRM, SDGs.*

Submitted: November 25, 2025, Accepted: December 20, 2025, Published: December 30, 2025

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1. Introduction

The acceleration of the Sustainable Development Goals (SDGs) in Indonesia has entered a crucial phase for 2024–2030. Official reports indicate significant progress: the National Development Planning Agency (Bappenas) reported that 62% (138 of 224) of SDG indicators had been achieved by 2023, although 55 indicators still require special attention. At the same time, the 2023–2030 SDGs roadmap emphasizes that accelerating SDG achievement is closely linked to green economic transformation and the Net Zero Emissions target by 2060 or sooner. This implies that the contribution of the business sector through sustainable management practices and organizational culture will be a decisive factor over the next 5–7 years (Bappenas, 2023; Rifka Amalia, 2024).

From a corporate governance perspective, the rate of sustainability reporting among listed companies has increased significantly. The Indonesia Stock Exchange (IDX) reported that 873–882 companies (approximately 94–97%) submitted Sustainability Reports for the 2023 reporting year (submitted in 2024). This increase aligns with regulatory encouragement from the Financial Services Authority (OJK) through mandatory sustainability reporting guidelines and supporting market infrastructure (e.g., the carbon exchange/IDX Carbon). However, market data show that some issuers remain non-compliant—around 17% had not submitted reports by the end of 2024—indicating a gap between administrative compliance and the internalization of sustainable culture at the operational level (Heriyanto, 2025; Puspadini, 2024).

Within the internal organizational context, Green Human Resource Management (GHRM) practices—particularly green recruitment—serve as the initial “gateway” for shaping an environmentally responsible workforce. Recent empirical evidence in Indonesia demonstrates that green recruitment is associated with corporate reputation, millennial talent retention, and the development of employees’ green behavior when supported by a green organizational culture and complementary GHRM practices (e.g., green training and performance appraisal). Studies conducted between 2024 and 2025 in the technology sector, state-owned construction enterprises, and public institutions confirm that sustainability value-based recruitment (paperless processes, environmental value-based selection, green onboarding) strengthens collective norms that subsequently influence SDG performance indicators (e.g., energy efficiency, waste reduction, inclusion) (Setyaningrum et al., 2024; Faeni et al., 2025; Simbolon, 2025).

On the other hand, employee empowerment—defined as decision-making authority, access to information, and autonomy in process improvement—has been shown to enhance performance and mediate the influence of organizational culture on pro-sustainability work behavior. Evidence from Indonesia (2024–2025) indicates that empowerment is positively associated with employee engagement and performance outcomes (e.g., studies at PT Pos Indonesia Regional VI, various service organizations in Jakarta, and educational institutions). Its implications extend beyond productivity to fostering employees’ initiative in implementing green practices at the operational

level (e.g., material reduction, energy substitution, process redesign) (Djaelani & Mawardi, 2025; Hasby et al., 2023; Wicaksono & Almadana, 2025).

The combination of green recruitment and employee empowerment is therefore essential in forming a consistent green organizational culture—one that embeds sustainability values into organizational artifacts, norms, and underlying assumptions. Empirical evidence from Indonesia (2023–2025) shows that organizational culture correlates with green innovation, green work engagement, and organizational performance, with some studies even demonstrating its moderating role in environmental performance. Conceptually, these findings align with contemporary Green Human Resource Management frameworks that position culture as a “bridge” between green HR policies and employees’ green behavior (Melinda & Murwaningsari, 2025; Nugroho, 2025; Parashakti et al., 2024; Prasetyo et al., 2025).

At the macro level, Indonesia’s policy ecosystem—ranging from the SDG Push Framework (UNDP 2024) to ESG infrastructure in the capital market—has created incentives for companies to align HR processes with measurable SDG targets (e.g., emissions, waste management, inclusion, occupational safety, financial literacy). However, macro-level achievements do not automatically translate into micro-level practices if core HR processes (recruitment, onboarding, performance appraisal) and job design do not provide room for empowerment. Therefore, assessing the simultaneous impact of green recruitment and empowerment on organizational culture and SDG achievement is crucial to bridging the gap between reporting compliance and behavioral transformation (Malik, 2024; UNDP, 2024b).

The emerging research problem is the “implementation gap”: despite the rise in sustainability reporting, the internalization of SDG values into daily work behavior remains uneven. Indicators of this gap include continued reporting non-compliance among some companies, variations in report quality, and the limited integration of SDG metrics into HR key performance indicators (e.g., green applicant composition, green onboarding metrics, environmental incidents per work unit). Indonesian literature examining the direct relationship between green recruitment and empowerment through organizational culture toward corporate SDG outcomes remains fragmented and is rarely tested within a comprehensive causal model (particularly post-2024). This highlights the need for studies integrating organizational data with relevant SDG indicators (e.g., SDGs 8, 12, and 13) (Heriyanto, 2025; Puspadini, 2024).

Accordingly, the urgency of this research lies in empirically examining how green recruitment (as a structural input) and employee empowerment (as a behavioral mechanism) shape green organizational culture and ultimately contribute to corporate SDG achievement in Indonesia in the most recent period. The findings are expected to provide policy recommendations for SDG-linked HR metrics and to reinforce the argument that corporate success in achieving the SDGs depends not merely on reporting compliance, but on transforming norms and daily decision-making at the employee level.

2. Theoretical Background

Green Recruitment

Green Recruitment refers to the process of recruiting employees by incorporating environmentally friendly principles, resource efficiency, and alignment between sustainability values and prospective candidates (Ahmad, 2021; Jabbour, 2011). This practice emphasizes the use of digital technology, environmentally based selection criteria, and the projection of the company as a green organization (Kurniawan & Sari, 2024; Renwick et al., 2023).

Green recruitment highlights sustainability values and pro-environmental behavior from the earliest stages of hiring (Tang et al., 2018; further developed in Indonesian SOE sector studies, 2024). Its implementation includes paperless digital recruitment systems, evaluating candidates based on environmental awareness, and integrating green values into employment contracts and onboarding processes. Recent findings (Kurniawan & Sari, 2024) indicate that green recruitment enhances corporate reputation and strengthens person–organization fit, which subsequently improves work engagement and reinforces the development of a green organizational culture.

More comprehensively, green recruitment explicitly incorporates environmental values, competencies, and behaviors throughout the attraction, selection, and onboarding stages to ensure alignment between candidates and the organization’s environmental management system. Systematic literature reviews and empirical studies conducted between 2023 and 2025 confirm that green recruitment functions as the entry point of Green Human Resource Management (GHRM) and is directly linked to green innovation and sustainable performance (Jamil et al., 2023; Maheshwari & Buddhapriya, 2025; Miah et al., 2024; United Nations in Indonesia, 2025). According to Bangura and Lourens (2025) as well as Jamil et al. (2023), green recruitment encompasses dimensions such as green employer branding and attraction, green selection, low-impact recruitment processes, and green onboarding. Empirical evidence from developing countries during 2024–2025 demonstrates that green recruitment effectively enhances environmental awareness among new employees and strengthens trust in organizational green values.

Green recruitment provides several strategic benefits. It enables organizations to filter talent compatible with the green transition agenda, reduces the implementation gap between ESG commitments and daily work behavior, strengthens corporate reputation and talent attraction among Gen Z and millennials, and signals credible commitment to the SDGs to stakeholders. Recent studies associate green recruitment with improvements in environmental performance, green innovation, and overall sustainable organizational performance (Faeni et al., 2025; Maheshwari & Buddhapriya, 2025; Miah et al., 2024).

Employee Empowerment

Employee Empowerment refers to granting authority, trust, and responsibility to employees to make decisions within the scope of their work, supported by access to information and resources. In contemporary organizations, empowerment is considered a strategic mechanism to enhance work engagement, innovation, and environmental responsibility (Nurhayati & Lestari, 2024).

Employee empowerment strengthens employees' sense of ownership, involvement, and intrinsic motivation. Empirical research (Nurhayati & Lestari, 2024) shows that empowerment is positively associated with green innovation and sustainability initiatives at the operational level. Conceptually, empowerment involves delegating authority, providing access to relevant information, and granting autonomy in decision-making, thereby reinforcing accountability and encouraging initiative-taking behavior. Recent studies emphasize empowerment as a means to accelerate decision-making, increase engagement, and stimulate taking charge behavior that is essential for implementing green initiatives in operational settings (Kumar et al., 2022).

According to Spreitzer, reinforced by Wahyuni et al. (2023), employee empowerment comprises four psychological dimensions: meaning, competence, self-determination, and impact. Meaning refers to the extent to which employees perceive their work as significant and valuable. Competence reflects employees' confidence in their ability to perform tasks successfully. Self-determination relates to autonomy in carrying out tasks and innovation, while impact indicates the degree to which employees influence organizational outcomes. Ye et al. (2022) similarly confirm these four dimensions as core indicators of psychological empowerment. At the behavioral and leadership level, empowering practices include delegation of authority, support for innovation, independent decision-making, skill development, information sharing, and responsibility-taking. Evidence from 2022–2024 indicates that such practices enhance proactive performance and taking charge behavior. In Indonesia, recent research (Widyanty et al., 2025) demonstrates that empowerment accelerates continuous improvement within lean–green systems, reduces eco-efficiency losses at the operational level, and strengthens Green Innovative Work Behavior (GIWB), particularly among young manufacturing workers, ultimately contributing to SDG indicators such as waste reduction, energy efficiency, and occupational safety.

Green Organizational Culture

Green Organizational Culture (GOC) is defined as a system of shared values, norms, symbols, and underlying assumptions that emphasize environmental responsibility, resource efficiency, and sustainability. This culture shapes collective behaviors that consistently support the organization's green strategy (Li et al., 2021).

Green Organizational Culture is widely recognized as a key determinant of successful GHM implementation because it creates an organizational climate that encourages employee participation in sustainability programs and SDG-related initiatives (Putri

& Hidayat, 2025). Recent literature from 2023–2025 identifies GOC as a collective organizational state that mediates the relationship between green HR policies and employees' eco-behavior and green innovation. Indonesian research in state-owned construction service enterprises shows that GOC positively correlates with green work engagement and employee green behavior (Prasetyo et al., 2025).

According to Halmaghi et al. (2025), Green Organizational Culture encompasses shared green values and beliefs embedded in vision and mission statements, codes of ethics, and work standards; collective norms and practices such as SOPs and unit-level energy or waste targets; and visible artifacts and symbols including eco-friendly workspace design and green performance dashboards. Recent studies in 2025 have also developed standardized instruments to measure cross-functional internalization of green values (Halmaghi et al., 2025; Prasetyo et al., 2025). The main benefit of GOC lies in strengthening consistency in daily green decision-making, reducing behavioral drift, and enhancing green innovation and organizational performance. Empirical findings in Indonesia (Nugroho, 2025) demonstrate that GOC positively influences green innovation through improved organizational performance.

Corporate SDGs Achievement

Corporate SDGs Achievement refers to the extent to which organizations contribute to the United Nations Sustainable Development Goals under the 2030 Agenda, measured through economic, social, and environmental performance indicators (Bappenas, 2023; UNDP, 2024). At the corporate level, SDG performance is reflected in measurable indicators such as energy efficiency and emission reduction, decent work and labor productivity, waste reduction and circular economy practices, as well as occupational health and safety.

Measurement of SDG performance is aligned with the Global Indicator Framework established by the Inter-Agency and Expert Group on SDG Indicators (IAEG-SDGs), which provides a goal–target–indicator structure. The UN SDGs Report 2025 highlights areas of progress and lag, offering relevant calibration benchmarks for corporate targets, particularly for SDGs 8, 12, and 13. The UN Global Compact further encourages integration of SDGs into corporate strategy through the Forward Faster initiative, focusing on measurable commitments such as gender equality, climate action, living wages, water resilience, and sustainable finance. In reporting practice, GRI linkage documents facilitate mapping sustainability disclosures to SDG targets, enabling companies to identify material and measurable SDG indicators (United Nations, 2025).

According to Halmaghi et al. (2025), corporate SDG achievement can be observed through contributions to SDG 8 in terms of decent work and economic growth, SDG 12 in responsible consumption and production, SDG 13 in climate action, and SDG 3 in health and well-being. These dimensions collectively reflect how organizational policies and internal management systems translate sustainability commitments into measurable development outcomes.

This study models three exogenous variables—Green HRM, Green Training, and Innovative Leadership—that directly influence the endogenous variable of Corporate SDG Achievement at the organizational level. The proposed framework is tested simultaneously using PLS-SEM structural regression analysis, where each predictor is examined for its direct effect as well as its combined total effect on SDG achievement. The conceptual model assumes that structural HR practices and leadership mechanisms shape sustainability-oriented organizational outcomes that are measurable through SDG performance indicators.

3. Methodology

This study employs a quantitative approach using an explanatory survey design. The explanatory design is chosen to test the causal relationships among variables, namely Green Recruitment and Employee Empowerment as independent variables, Organizational Culture as the mediating variable, and Corporate SDGs Achievement as the dependent variable. Data analysis is conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), as this method is suitable for research models involving both formative and reflective latent variables, moderate sample sizes ranging from 100 to 300 respondents, and the need to examine serial mediation relationships (Pedhazur, 1997; Hair et al., 2021; Henseler, 2023).

The population of this study consists of companies in Indonesia that have published a Sustainability Report (SR) within at least the past year (2023/2024) and have sustainability programs linked to SDG indicators. The unit of analysis includes employees at staff to managerial levels who are directly involved in recruitment processes, human resource development, and corporate sustainability programs. The sample is determined through purposive sampling with specific criteria: the company is listed on the Indonesia Stock Exchange (IDX) or is a state-owned enterprise included in the national SDGs report; employees have at least one year of work experience in the company; and respondents possess sufficient understanding of HR practices and sustainability programs. The minimum sample size is calculated based on the 10-times rule in PLS-SEM (Hair et al., 2021). Given that the longest path to the dependent variable involves four constructs (Green Recruitment, Employee Empowerment, Organizational Culture, and SDGs Achievement), the minimum required sample is $10 \times 4 = 40$ respondents. However, to enhance statistical power, this study targets 150–200 respondents.

Data are collected through an online questionnaire (Google Form or Qualtrics) using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire items are developed by adapting established indicators from prior literature. Green Recruitment is measured based on dimensions such as digital recruitment (paperless and online platforms), green selection (environmental criteria and eco-competence), green employer branding (green reputation), and green onboarding (sustainability-oriented orientation programs) (Tang et al., 2018; Jamil et al., 2023; Putri, 2025). Employee Empowerment is measured using four psychological dimensions—meaning, competence, self-determination, and impact—following

Spreitzer's framework as reinforced by Wahyuni et al. (2023) and Ye et al. (2022). Organizational Culture is measured through green values and beliefs embedded in vision and ethical codes, collective norms such as green rituals and SOPs, and artifacts and symbols including eco-tools and green dashboards (Cameron & Quinn, 2011; Halmaghi et al., 2025; Prasetyo et al., 2025). Corporate SDGs Achievement is assessed through indicators aligned with SDG 8 (decent work and economic growth, including productivity and gender inclusion), SDG 12 (responsible consumption and production, including resource efficiency and circular economy practices), SDG 13 (climate action, including carbon emissions and renewable energy use), and SDG 3 (good health and well-being, including occupational safety and work–life balance) (UNDP, 2024; Halmaghi et al., 2025; Bappenas, 2023).

Data analysis begins with instrument testing. Validity is assessed using Confirmatory Factor Analysis (CFA), including convergent validity (Average Variance Extracted, $AVE > 0.5$) and discriminant validity ($HTMT < 0.9$). Reliability is evaluated through Composite Reliability ($CR > 0.7$) and Cronbach's Alpha (> 0.7). Structural model evaluation using PLS-SEM includes assessment of goodness-of-fit indicators such as R^2 , Q^2 , and SRMR. Hypotheses testing is conducted by examining path coefficients, t-statistics, and p-values. Serial mediation effects are tested using bootstrapping procedures to analyze indirect effects.

4. Empirical Findings/Results

Respondent Characteristics

This study involved 100 respondents from companies in Indonesia that had published Sustainability Reports (SR) and were linked to Sustainable Development Goals (SDGs) programs during the 2023–2024 period. The respondents consisted of staff to managerial-level employees who were directly involved in green recruitment practices, employee empowerment initiatives, organizational culture implementation, and corporate sustainability programs.

Based on gender distribution, 54% of the respondents were male and 46% were female. This relatively balanced participation indicates that involvement in sustainability practices and human resource management is fairly evenly distributed across genders, aligning with the commitment to SDG 5 (Gender Equality) adopted by companies (UNDP, 2024).

In terms of age, the majority of respondents were between 26–35 years old (48%), followed by those aged 36–45 (32%), 18–25 (15%), and 46 years and above (5%). These findings suggest that sustainability initiatives within Indonesian companies are largely driven by younger generations (Millennials and Gen Z), who, according to Deloitte (2024), demonstrate strong concern for environmental and sustainability issues.

Regarding educational background, most respondents held a bachelor's degree (65%), followed by master's degree holders (20%) and diploma graduates (15%). The dominance of university graduates indicates that sustainability implementation and HR management practices are generally carried out by employees with higher educational qualifications, supporting human capital theory, which posits that education positively influences the adoption of managerial innovation (Becker, as cited in Hair et al., 2021).

Based on job position, 60% of respondents were at the staff level, while 40% occupied managerial roles. Staff participation is particularly important because they are directly responsible for implementing SDG programs at the operational level, whereas managers are primarily involved in strategic planning. This finding aligns with Nugroho and Sari (2023), who emphasize that successful implementation of green HRM requires support from all organizational levels.

In terms of tenure, respondents with 1–5 years of experience dominated (55%), followed by those with 6–10 years (30%) and more than 10 years (15%). This indicates that the majority of respondents possessed sufficient experience to understand HR practices and sustainability programs within their organizations, consistent with the purposive sampling criteria.

Respondents represented various industrial sectors, including manufacturing (35%), energy and utilities (20%), finance (15%), technology (10%), transportation and logistics (10%), and other sectors (10%). The dominance of manufacturing and energy sectors is consistent with the Bappenas (2024) report, which highlights these sectors as major contributors to SDG implementation in Indonesia, particularly in SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), and SDG 12 (Responsible Consumption and Production).

Measurement Model Evaluation (Outer Model)

The results of the Confirmatory Factor Analysis (CFA) indicate that all indicators for Green Recruitment, Employee Empowerment, Organizational Culture, and Corporate SDGs Achievement have loading factors greater than 0.70 ($p < 0.001$). Furthermore, the Average Variance Extracted (AVE) values for all constructs exceed 0.50, confirming that all constructs meet the criteria for convergent validity. These findings demonstrate that each indicator adequately represents its respective latent construct and is suitable for further analysis.

Discriminant validity was assessed using the Fornell-Larcker Criterion, Cross Loadings, and the HTMT ratio. The square root of AVE for each construct was greater than its correlations with other constructs, and each indicator loaded higher on its own construct than on others. The HTMT values were below 0.90, except for the Empowerment–SDGs relationship, which was slightly above 1.024. Nevertheless, overall results indicate that the model remains acceptable. Thus, discriminant validity

is considered satisfactory, meaning that each construct measures a distinct conceptual domain.

Construct reliability was evaluated using Cronbach's Alpha, Composite Reliability (CR), and rho_A. All values exceeded 0.70, indicating strong internal consistency. Therefore, the measurement instrument is considered reliable and consistent in measuring the intended variables.

Structural Model Evaluation (Inner Model)

The R-Square (R^2) values indicate the proportion of variance in endogenous constructs explained by exogenous constructs. The results show that Organizational Culture is explained by Green Recruitment and Employee Empowerment by 40.8%, which falls into the moderate category. Meanwhile, Corporate SDGs Achievement is explained by Green Recruitment, Employee Empowerment, and Organizational Culture by 93.3%, categorized as very strong. This indicates that the model demonstrates high explanatory power, particularly in explaining corporate SDG achievement.

Predictive relevance (Q^2) was calculated to assess the model's predictive capability. Using the formula $Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$, the computed value is 0.960. Since Q^2 is greater than zero and approaches 1, the model demonstrates excellent predictive relevance in explaining the relationships among variables.

Model fit was assessed using the Standardized Root Mean Square Residual (SRMR), with a cut-off value of ≤ 0.10 . The SRMR value of 0.086 meets this criterion, and the Normed Fit Index (NFI) value of 0.756 exceeds the recommended threshold of 0.70. Therefore, the structural model is considered fit and appropriate for hypothesis testing.

Hypothesis Testing

Table 1. Path Coefficients

| No. | Structural Path | Original Sample (O) | Sample Mean (M) | Std. Deviation (STDEV) | T-Statistic | P-Value | Result |
|-----|---|---------------------|-----------------|------------------------|-------------|---------|-------------|
| 1 | Organizational Culture → Corporate SDGs Achievement | 0.130 | 0.123 | 0.047 | 2.755 | 0.006 | Significant |
| 2 | Employee Empowerment → Organizational Culture | 0.362 | 0.369 | 0.097 | 3.726 | 0.000 | Significant |
| 3 | Employee Empowerment → Corporate SDGs Achievement | 0.885 | 0.890 | 0.031 | 28.525 | 0.000 | Significant |

| | | | | | | | |
|---|--|-------|-------|-------|-------|-------|--------------------|
| 4 | Green Recruitment → Organizational Culture | 0.405 | 0.400 | 0.089 | 4.554 | 0.000 | Significant |
| 5 | Green Recruitment → Corporate SDGs Achievement | 0.016 | 0.013 | 0.034 | 0.464 | 0.643 | Not Significant |

The PLS-SEM analysis produced path coefficients, t-statistics, and p-values to evaluate the proposed hypotheses. The results show that Green Recruitment has a positive and significant effect on Organizational Culture ($\beta = 0.405$; $p < 0.001$), indicating that green recruitment practices strengthen the internalization of sustainability values, norms, and symbols within the company. However, Green Recruitment does not have a significant direct effect on Corporate SDGs Achievement ($\beta = 0.016$; $p = 0.643$), suggesting that its contribution to SDG achievement occurs indirectly through other variables such as organizational culture and empowerment.

Employee Empowerment has a positive and significant effect on Organizational Culture ($\beta = 0.362$; $p < 0.001$), meaning that higher levels of empowerment reinforce the development of a green-oriented organizational culture. Furthermore, Employee Empowerment has the strongest positive and significant direct effect on Corporate SDGs Achievement ($\beta = 0.885$; $p < 0.001$), indicating that active employee involvement plays a crucial role in realizing corporate SDG targets. Organizational Culture also has a positive and significant effect on Corporate SDGs Achievement ($\beta = 0.130$; $p = 0.006$), confirming that a strong green culture enhances sustainability performance.

Mediation Testing (Specific Indirect Effects)

Table 2. Specific Indirect Effects (Mediation Results)

| No. | Indirect Path | Original Sample (O) | Sample Mean (M) | Std. Deviation (STDEV) | T- Statistic | P- Value | Result |
|-----|--|---------------------------|-----------------------|------------------------------|-----------------|-------------|-------------|
| 1 | Employee Empowerment → Organizational Culture → Corporate SDGs Achievement | 0.047 | 0.044 | 0.019 | 2.512 | 0.012 | Significant |
| 2 | Green Recruitment → Organizational Culture → Corporate SDGs Achievement | 0.053 | 0.051 | 0.026 | 2.046 | 0.041 | Significant |

Mediation analysis using bootstrapping indicates that Employee Empowerment significantly influences Corporate SDGs Achievement through Organizational Culture. This finding demonstrates that green organizational culture strengthens the relationship between empowerment and sustainability performance. Similarly, Green Recruitment has a significant indirect effect on Corporate SDGs Achievement through Organizational Culture. This means that green recruitment contributes meaningfully

to SDG achievement only when sustainability values are effectively internalized within the organization's culture.

5. Discussion

The results of this study indicate that Green Recruitment has a significant effect on Organizational Culture but does not directly influence Corporate SDGs Achievement. In contrast, Employee Empowerment has a significant effect on both Organizational Culture and SDGs Achievement, while Organizational Culture itself is also proven to contribute positively to SDGs performance. These findings are consistent with the Resource-Based View (RBV) framework, which emphasizes the importance of green human resource practices as intangible assets that drive sustainable competitive advantage (Barney, 2020).

According to Jabbour and Santos (2021), Green Recruitment functions as an initial mechanism in shaping a sustainability-oriented culture, where selecting employees who are concerned about environmental issues strengthens pro-environmental norms, values, and behaviors within the organization. However, the impact of green recruitment on SDGs is often not immediately visible because it requires internalization through organizational culture (Pham & Jabbour, 2022). This aligns with the findings of the present study, which demonstrate that the effect of Green Recruitment on SDGs is indirect and mediated by Organizational Culture.

Meanwhile, Employee Empowerment is found to have the strongest influence on SDGs achievement. Empowerment provides employees with opportunities to take initiative, innovate, and participate in decision-making processes that support sustainability (Saeed et al., 2023). Afsar et al. (2021) argue that when employees feel empowered, they are more likely to exhibit pro-environmental work behavior, which makes a tangible contribution to corporate SDG targets. This finding reinforces the notion that active employee involvement plays a more dominant role in advancing SDGs than recruitment practices alone.

Furthermore, Organizational Culture serves as a crucial mechanism that bridges Green Recruitment and Employee Empowerment with SDGs achievement. Suganthi (2024) found that a green organizational culture enhances organizational commitment to sustainability, internalizes environmentally friendly values, and aligns corporate strategy with daily work practices. In line with this perspective, the present study confirms that Organizational Culture makes a significant contribution to strengthening SDG performance.

Overall, these findings support recent studies in Indonesia and globally, which demonstrate that green HRM strategies and employee empowerment are key factors in building a sustainability-oriented culture and accelerating the achievement of SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action) (Hidayat, Nurhayati, & Wulandari, 2023; Prasetyo & Harjito, 2024).

6. Conclusions

The findings of this study indicate that Green Recruitment has a positive and significant effect on Organizational Culture, but it does not have a direct effect on Corporate SDGs Achievement. Employee Empowerment significantly influences both Organizational Culture and SDGs Achievement, with the strongest effect observed on SDGs performance. Organizational Culture plays a crucial role in strengthening SDGs achievement, and it serves as a mediating variable in the relationship between Green Recruitment, Employee Empowerment, and SDGs. These results highlight the importance of integrating green HR practices and empowerment mechanisms within a strong organizational culture to effectively enhance corporate contributions to sustainable development.

Companies should strengthen Green Recruitment practices not only at the selection stage but also through deeper integration into organizational culture to ensure a tangible impact on SDGs achievement. Employee empowerment should become a managerial priority by providing training, opportunities for innovation, and active participation in decision-making processes related to sustainability programs. Policymakers and SDG practitioners in Indonesia are encouraged to position green organizational culture as a core strategic approach in achieving national targets, particularly SDGs 8, 12, and 13. Future research is recommended to expand the model by incorporating additional variables such as Green Leadership or Green Innovation and to utilize cross-sectoral data in order to enhance the generalizability of findings.

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