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The Meaning Of Green Hrm Implementation In The E-Performance System For Civil Servants (Asn): A Qualitative Study Based On The Core Values Berakhlak In South Tangerang City

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Abstract. This study aims to analyze the implementation of Green Human Resource Management (Green HRM) in the assessment of civil servant (ASN) performance and work behavior through the e-Kinerja application, based on the BerAKHLAK ASN core values in South Tangerang City. The research results show that the implementation of Green HRM, aligned with the BerAKHLAK core values, is capable of strengthening a sustainable work culture, increasing employee motivation, and improving the quality of public service. This integration also encourages the creation of more efficient, transparent, and environmentally friendly work processes through the use of digital technology, resource efficiency, and cross-regional apparatus collaboration. Overall, this study confirms that strengthening the BerAKHLAK core values combined with Green HRM practices has a positive impact on ASN professionalism and supports the implementation of sustainable development within the local government environment.

Keywords: Green Human Resource Management, e-Kinerja application, BerAKHLAK core values, sustainable.

INTRODUCTION

The implementation of Green Human Resource Management (Green HRM) in Indonesia is increasingly gaining attention as an approach that integrates human resource practices with environmental sustainability principles. Green HRM is a key strategy for organizations that seek to integrate sustainability principles into human resource management. Green HRM is implemented by optimizing operational efficiency, reducing carbon footprint, and increasing employee involvement in environmentally friendly practices. Efforts to integrate Green HRM into the BerAKHLAK core values, which are the criteria for performance assessment and employee work behavior in e-Kinerja, are very important, given that ASN plays a role in managing public and environmental resources. According to Law Number 20 of 2023 concerning Civil Servants (ASN), ASN are expected to contribute to sustainable development, which includes good environmental management (Law No. 20 of 2023 Concerning ASN, 2023).

The implementation of Green HRM is expected to increase environmental awareness among ASN, which in turn can contribute to the formulation of more environmentally friendly public policies. The application of Green HRM not only focuses on reducing negative impacts on the environment but also strives to create a work culture that is more responsive to environmental

issues (Anitha, 2024). By integrating sustainability principles into human resource policies and practices, the government can create a more innovative and productive work environment.

Several studies show that organizations implementing Green HRM practices tend to have higher employee retention and better productivity. Agoestian, et al. (2025) in their research show that Green HRM practices, such as green recruitment, environmental training, environment-based performance evaluation, and green compensation systems, are effective in forming a work culture oriented towards environmental preservation. Implementation of Green HRM has a positive impact on environmental, social, and economic aspects, including waste reduction, increased awareness, and operational efficiency and organizational reputation. Research by Fadillah, et al. (2024) shows that performance and work behavior assessment through the e-Kinerja application in Cipondoh Sub-district not only improves employee performance but also encourages environmental awareness among ASN. This indicates that Green HRM can be a strategic tool in achieving sustainable government goals.

The implementation of the e-Kinerja application plays a key role as an effort to increase transparency and accountability in employee performance management. Based on Government Regulation Number 30 of 2019 concerning PNS Performance Assessment, the e-Kinerja application is expected to facilitate the objective and accurate assessment of ASN performance (PP No. 30, 2019). Thus, ASN are expected to adapt to technology and utilize this system to improve their performance.

The objective of this study is to explore the meaning of implementing Green HRM in performance and work behavior assessment within the e-Kinerja application based on the BerAKHLAK core values in South Tangerang City. Based on data from the Central Statistics Agency (BPS), South Tangerang City is one of the rapidly growing cities, making it important to ensure that ASN performance management is aligned with sustainability principles (BPS, 2023). This study aims to understand how Green HRM can be integrated into the BerAKHLAK core values through the e-Kinerja application for performance and work behavior assessment and its impact on ASN performance and the environment. Furthermore, this study also aims to identify the challenges, obstacles, and strategies faced in the implementation of Green HRM in the government environment.

By examining the application of Green HRM integration into the BerAKHLAK core values, this research is expected to contribute to the development of more sustainable public policies. This study also aims to provide recommendations for ASN in South Tangerang City to improve their performance and environmental awareness.

This research has great significance for ASN in South Tangerang City, especially in the development of their capacity and performance. By understanding the meaning of Green HRM implementation, ASN can be better prepared to face the challenges in sustainable public resource management. Moreover, this research can serve as a reference for local governments in formulating policies that support the implementation of Green HRM.

Through this research, it is hoped that ASN in South Tangerang City can better understand the importance of sustainability in every aspect of their work. This is in line with the BerAKHLAK core values that emphasize integrity, professionalism, and social responsibility. Thus, the implementation of Green HRM is expected to create a better work environment and have a positive impact on society as a whole.

LITERATURE REVIEW

1. The Concept of Green HRM

Green Human Resource Management (Green HRM) is an innovative approach in human resource management that aims to promote environmental sustainability within an organization. The definition of Green HRM includes practices that support human resource management by considering the environmental impact of every decision made. According to Renwick, et al. (2013), Green HRM not only focuses on reducing the organization's carbon footprint but also involves developing an organizational culture that supports social and environmental responsibility. Green management is crucial for many organizations because it ensures sustainable and significant environmental performance through various positive policies and practices that encourage green behavior (Guerci & Carollo, 2016).

The fundamental principles of Green HRM include the integration of environmentally friendly practices in all aspects of HR management, from recruitment, training and development, to performance appraisal. For example, in the recruitment process, organizations can prioritize candidates who have an understanding and commitment to environmental issues. Employee training and development must include education about sustainability and environmentally friendly practices, as well as integrating environmental criteria into the performance appraisal system. According to research by Jabbour and Santos (2008), the implementation of Green HRM can increase environmental awareness among employees and encourage them to actively contribute to organizational sustainability initiatives.

2. Benefits of Green HRM Implementation

Green HRM is a manifesto that helps create an environmentally friendly workforce that can understand and appreciate the green culture within an organization. These environmentally friendly initiatives can maintain their green goals throughout the process of recruitment, human resource training and development, compensation, human resource enhancement, and performance appraisal.

The implementation of Green HRM provides various significant benefits for organizations, including government agencies, capable of forming a positive image in the eyes of the public, thereby increasing public trust that supports sustainability. According to Zulkifli and Putri (2024) in their research, ASN involved in sustainability programs show increased job satisfaction and higher loyalty.

In addition, Green HRM also contributes to cost savings and environmentally friendly practices, such as reducing paper and energy consumption, which not only benefits the environment but can also reduce operational costs. One example is the South Tangerang City Government, which has implemented a digital-based application in its performance appraisal process, namely e-Kinerja. This application can reduce the need for physical documents, printing, and storage costs. Cen (2025) explains that Green HRM offers advantages to organizations, namely increasing reputation and organizational image, reducing operational costs, and being able to attract and retain the best talent. Related to the implementation of the e-Kinerja application, Fadillah, et al. (2024) mention that this shows significant cost savings and improved work efficiency.

3. E-Performance System

The e-Performance System (e-PMS) is a system designed to electronically assess and manage employee performance. This system aims to increase transparency and accountability in performance appraisal, as well as enabling more accurate and real-time data collection. e-Performance is a performance management information system for a more objective, measurable, accountable, participatory, and transparent employee performance achievement appraisal, thereby realizing employee management based on work achievement and a career system (Bappenas, 2025). According to Anitha (2024), e-PMS consists of several main components, including a performance appraisal tool, a performance database, and a feedback module. The performance appraisal tool includes clear and measurable performance indicators, while the performance database serves as a repository of information accessible to managers and employees.

Another important component is the feedback module, which allows employees to receive direct input on their performance. This not only helps in individual development but also fosters a culture of open communication within the organization. Research by Manora et al. (2021) shows that the implementation of e-PMS successfully increased employee satisfaction and reduced the level of conflict in performance appraisal.

The implementation of e-PMS in employee performance appraisal within the South Tangerang City government utilizes the **e-Kinerja application**. This application, launched by the State Civil Service Agency, integrates several ASN administrative matters into 1 (one) application, one of which is the employee performance target (SKP) and its appraisal and evaluation.

4. Relationship Between Green HRM and E-Performance

The relationship between Green HRM and e-Performance is very close, especially in the context of public organizations. Green HRM can serve as a primary driver in the

development of a more effective e-Performance system. By integrating sustainability principles into the performance appraisal system, organizations can ensure that employee performance is measured not only by work results but also by their contribution to environmental initiatives. According to Ullah et al. (2021), organizations that implement Green HRM in their e-PMS experience a significant increase in performance, both in terms of productivity and employee satisfaction.

The use of technology in e-PMS also allows for better data collection related to sustainability initiatives. This data can be used to evaluate the effectiveness of environmentally friendly programs and to identify areas for improvement. Research by Suardika, et al. (2024) shows that the e-Kinerja system which integrates sustainability elements can increase employee participation in environmental programs, which in turn improves the overall organizational performance.

5. BerAKHLAK ASN Core Values

The Core Values of the Civil Servant (ASN) BerAKHLAK, an acronym for Service-Oriented (Berorientasi Pelayanan), Accountable (Akuntabel), Competent (Kompeten), Harmonious (Harmonis), Loyal, Adaptive (Adaptif), and Collaborative (Kolaboratif), are values that must be upheld by ASN in carrying out their duties and responsibilities. The application of these values as criteria in performance appraisal is expected to improve ASN performance and create a more productive and sustainable work environment. According to Law Number 20 of 2023 concerning Civil Servants, ASN are expected to serve the community well, which is in line with the BerAKHLAK core values (UU No. 20, 2023).

a. Service-Oriented (Berorientasi Pelayanan)

The Service-Oriented value emphasizes the importance for ASN to always prioritize community satisfaction in every action and decision taken. This is in line with Government Regulation Number 30 of 2019 concerning Civil Servant Performance Appraisal, which stresses the importance of providing quality public service. In practice, service-oriented ASN will be more proactive in listening to community complaints and seeking appropriate solutions (Fadillah et al., 2024).

For example, South Tangerang City has implemented a digital-based complaint system, making its handling more responsive to community needs, which can increase public satisfaction. South Tangerang City Government employees are also required to constantly make continuous improvements, be friendly, swift, solution-oriented, and reliable, as well as understand and fulfill community needs, as these have become characteristics for appraisal in employee work behavior.

b. Accountable (Akuntabel)

Accountability is reflected in the ASN's ability to carry out the mandate and trust given by the leader, institution, or public with full responsibility. One behavior in this Accountable value is the responsible, effective, and efficient use of state assets and regional property. In performance appraisal through the implementation of the e-Kinerja application, this allows ASN to report their work results transparently and accurately, and facilitates the appraisal and evaluation process by superiors by implementing a digital-based system to efficiently use paper and ink sustainably (Manora et al., 2021). Besides the administrative needs of the institution and the employees themselves, the data generated from the e-Kinerja application can also be used to assess the effectiveness of government program achievements and as material for formulating future government program plans.

c. Competent (Kompeten)

This core value is implemented by continuously improving self-competence to meet ever-changing challenges, helping others learn, and executing tasks with the best quality. This is because ASN are expected to have adequate knowledge and skills in carrying out their duties. Competency enhancement can also be done by incorporating Green HRM into various training and development programs. The identification of the types of skills or competency development that employees need to undergo can be based on the results of performance appraisal. Thus, ASN can continue to develop and adapt to existing changes, thereby providing better service to the community (Niswaty, et al., 2023).

d. Harmonious (Harmonis)

Harmonious value reflects behavior in respecting everyone regardless of their background, being willing to help others, and being able to build a conducive work environment. This conducive work environment is not only focused on interaction among human resources but also towards other resources such as facilities and infrastructure, budget use, security and comfort of the work environment, etc.. This is in accordance with the implementation of Green HRM integrated with the ASN core values.

e. Loyal

Loyalty is a value that demonstrates the ASN's commitment to their duties and responsibilities, holding firmly to the Pancasila ideology, the 1945 Constitution, being loyal to the Unitary State of the Republic of Indonesia (NKRI), and the legitimate government. Other behaviors are also reflected in maintaining the good name of fellow ASN, leaders, institutions, and the state, as well as keeping the secrecy of office and state. A loyal ASN will strive as much as possible to achieve organizational goals. In the implementation of e-Kinerja, loyalty can be increased through objective recognition and appreciation from the leadership for good employee performance. This appreciation not only increases individual motivation but also creates a positive work culture. A study shows that ASN who feel valued tend to be more productive and committed to the organization (Zulkifli & Putri, 2024).

f. Adaptive (Adaptif)

Adaptivity is one of the important characteristics needed by individuals and organizations to maintain their survival. There are reasons why adaptive values need to be actualized in the performance of duties in the public sector, such as changes in the strategic environment, competition between government agencies, climate change, technological developments, and so on (LAN, 2021).

Quickly adjusting to face change, continuously innovating and developing creativity, and acting proactively are behaviors that illustrate the adaptive value. The implementation of a digital-based application system in the performance appraisal process through e-Kinerja also includes the adaptive value, and research by Sulistiana and Megawati (2025) shows that ASN adaptation is realized through responsive and efficient service, including the implementation of digital applications and technology-based services.

g. Collaborative (Kolaboratif)

Collaboration is a complex process, demanding planned and intentional knowledge sharing, which is the responsibility of all parties (Lindeke and Sieckert, 2005). There is another term related to collaboration, namely Collaborative Governance. Collaborative governance includes partnerships between government institutions, the private sector, and the community to improve public services. A decision-making approach, collaborative governance, a series of joint activities where partners mutually generate goals and strategies and share responsibilities and resources, are part of the collaborative value (LAN, 2021).

Furthermore, the behavior of mobilizing the utilization of various resources to support the achievement of a common goal is also a behavior that reflects the collaborative value. According to Abdulah and Isbandono (2024), collaboration is carried out by establishing effective and efficient cooperation among employees so that they understand that having the same goal of improving government administration performance, public services, and regional financial management requires cooperation among all organizational structures.

6. Relevance of BerAKHLAK Core Values in the ASN Context

The relevance of the BerAKHLAK core values in the ASN context is very significant, especially in efforts to improve performance and public service. With these values, ASN are expected to carry out their duties better, focus on public satisfaction, and be responsible for their actions. The relevance of the BerAKHLAK core values aims to form an ASN work culture that is integrated, professional, and responsive to community needs, as well as accountable in carrying out service and supervision duties.

ASN hold a strategic role in ensuring that these values are not just internalized on paper but are genuinely reflected in daily behavior and work systems. For example, in the implementation of the e-Kinerja system, the BerAKHLAK core values can serve as guidance

and criteria for ASN in evaluating their performance. Data from research shows that ASN who apply these values in their daily work tend to have better performance and are able to meet community expectations (Ullah, et al., 2021).

7. Related Research

Much research has been conducted to explore the relationship between the application of the BerAKHLAK core values and the ASN performance appraisal process. One study by Anitha (2024) shows that electronic performance management systems can serve as a strategic instrument for improving employee performance. Other research by Robiyandi, et al. (2024) also reveals that the implementation of the e-Kinerja system successfully increased employee discipline and productivity. These results indicate that the application of the BerAKHLAK core values and the e-Kinerja system are mutually supportive in achieving organizational goals.

The implementation of Green HRM in e-Performance has also been a focus of research. According to Ullah, et al. (2021), electronic performance appraisal systems can contribute to organizational sustainability by promoting environmentally friendly practices. Furthermore, a study by Suardika, et al. (2024) shows that the implementation of the e-Kinerja system can increase ASN awareness of environmental issues, which is in line with Green HRM. By combining the BerAKHLAK core values and the Green HRM approach, ASN are expected to be more effective in serving the community and maintaining the sustainability of the organization and the state (Okoye, et al., 2025).

RESEARCH METHODS

1. Type and Research Approach

This research uses a qualitative approach with a theoretical study type. The qualitative approach was chosen because it can provide an in-depth understanding of the phenomenon studied, namely the implementation of Green Human Resource Management (Green HRM) in the Civil Servant (ASN) e-Kinerja system in South Tangerang City. Through this approach, researchers can explore and analyze the meaning and impact of the implementation of Green HRM based on the BerAKHLAK core values.

This research focuses on how the BerAKHLAK core values can become appraisal criteria in the e-Kinerja system by integrating Green HRM in its implementation. The qualitative approach also allows researchers to explore various perspectives from stakeholders, such as ASN employees, public officials, and other related parties. This is in line with the opinion of Anitha (2024), who states that an in-depth understanding of the social and organizational context is very important in performance management research.

2. Data Sources

The data source used in this research is secondary data. Secondary data was chosen because it can provide relevant information and support the analysis conducted. The secondary data used in this research includes various official documents, such as Law Number 20 of 2023 concerning Civil Servants, Government Regulation Number 30 of 2019 concerning PNS Performance Appraisal, and Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning PNS Management. These documents provide an important legal framework for understanding the context of Green HRM implementation and performance appraisal.

In addition, this research also refers to relevant previous studies, such as research by Fadillah, et al. (2024) which discusses the implementation of the e-Kinerja application in Cipondoh Sub-district in the process of employee performance appraisal. By collecting data from various sources, researchers can ensure that the analysis conducted is more comprehensive and based on strong evidence. This secondary data also includes journal articles, research reports, and other publications related to the research topic.

3. Data Collection Techniques

The data collection techniques used in this research are observation, documentation study, and literature review. Observation is carried out by viewing the implementation of the e-Kinerja application in the performance appraisal process by integrating Green HRM as an appraisal criterion. The documentation study is conducted by collecting and analyzing relevant

official documents, which include policies, performance reports, and statistical data related to the research topic.

Meanwhile, the literature review is conducted by examining various articles and previous research related to Green HRM and the e-Kinerja system. Through this literature review, researchers can gain insight into trends, challenges, and best practices in the implementation of Green HRM in the public sector. The research by Manora, et al. (2021), which analyzes the success of e-Kinerja implementation in Salatiga City using the DeLane-McLean model, is also an important reference in understanding the factors that influence the success of the e-Kinerja system. By combining these two techniques, the research is expected to yield valid and reliable findings.

The data collection techniques used in this study include documentation and literature review. Documentation was carried out by collecting and analyzing official documents related to the implementation of Green HRM and the e-performance system in South Tangerang City. These documents include policies, performance reports, and statistical data relevant to the topic.

4. Data Analysis Techniques

The data analysis techniques used in this research include data reduction, data presentation, and conclusion drawing. The data reduction process is carried out by filtering relevant information from the collected data. This aims to focus the analysis on the most important aspects related to the implementation of Green HRM in the e-Kinerja system. This data reduction also helps researchers identify patterns and themes that emerge from the available data.

After the reduction process, data presentation is performed to present the analyzed information in a more structured and easily understandable form. This data presentation can take the form of tables, graphs, or narratives describing the key findings of the research. Finally, conclusion drawing is performed to summarize the main findings and provide recommendations based on the analysis results. This process is in line with the analysis method proposed by Suardika, et al. (2024), which emphasizes the importance of systematic data analysis to produce valid conclusions

5. Data Validity

Data validity in this research is very important to ensure that the findings produced are trustworthy and reflect the existing reality. To ensure data validity, researchers use several strategies, including data triangulation, which is comparing and verifying information from various sources. With triangulation, researchers can reduce bias and increase the accuracy of the research results.

In addition, researchers also check the consistency of information obtained from official documents and literature review. Data validity is also strengthened by referring to existing guidelines and regulations, such as the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 6 of 2022 concerning Management of Civil Servant Performance, which provides a clear framework for the implementation of the e-Kinerja system. Thus, this research is expected to contribute significantly to the understanding of Green HRM implementation in the ASN performance appraisal process through the e-Kinerja application in South Tangerang City.

RESULTS AND DISCUSSION

1. Main Findings

In this research, it was found that the implementation of Green Human Resource Management (Green HRM) as part of the employee performance appraisal criteria in the Civil Servant (ASN) e-Kinerja application in South Tangerang City based on the BerAKHLAK core values provides significant positive value for the image of public service. Green HRM, which focuses on sustainability and resource efficiency, is proven to be able to increase employee motivation and involvement in achieving organizational goals. Data from surveys show that 75% of employees feel more motivated to work when they know that their organization is committed to environmentally friendly practices (Fadillah, et al., 2024). Furthermore, integrating Green HRM into the BerAKHLAK core values, which are the criteria for employee performance

and work behavior assessment, also contributes positively to transparency and accountability in the appraisal process.

2. Implementation of Green HRM in the E-Kinerja Application

The implementation of Green HRM in the e-Kinerja application in South Tangerang City is carried out through the integration of Green HRM into the BerAKHLAK core values as criteria in employee performance and work behavior appraisal. Examples include:

- a. **Service-Oriented (Berorientasi Pelayanan)**, by implementing several supporting behaviors, namely:
 - Optimizing online services to reduce public visits and paper usage;
 - Preparing a clean, energy-saving, and well-organized public service area to be more comfortable and environmentally friendly;
 - Educating the public about the use of digital services or practices that are more efficient and sustainable;
 - Ensuring that the queuing process in all public services is short and orderly so that there is no pile-up that increases room energy consumption.
- b. **Accountable (Akuntabel)**, by implementing several supporting behaviors, namely:
 - Using electronic systems in the coordination process between regional apparatuses, such as application-based correspondence;
 - Using facilities and infrastructure efficiently and responsibly;
 - Reporting potential energy waste and proposing savings solutions.
- c. **Competent (Kompeten)**, by implementing several supporting behaviors, namely:
 - Attending training on eco-office, waste management, and administrative digitalization; and
 - Mastering applications that support the reduction of administrative waste, such as SISUMAKER, LASIK, AMANDO, etc..
- d. **Harmonious (Harmonis)**, by implementing several supporting behaviors, namely:
 - Holding green campaigns, such as clean Friday, joint exercise, and reduction of single-use plastic; and
 - Helping colleagues implement energy-saving habits.
- e. **Loyal**, by implementing several supporting behaviors, namely:
 - Participating in institutional carbon reduction programs voluntarily;
 - Complying with rules for the use of official vehicles for fuel efficiency;
 - Avoiding corruption practices that cause depletion of natural resources.
- f. **Adaptive (Adaptif)**, by implementing several supporting behaviors, namely:
 - Educating the public about the use of digital services or practices that are more efficient and sustainable;
 - Launching various innovations in daily administrative management or in the implementation of public service operations.
- g. **Collaborative (Kolaboratif)**, by implementing several supporting behaviors, namely:
 - a. Collaborating with the South Tangerang City Environmental Agency in waste management for emission reduction; and
 - b. Conducting socialization to the public related to save energy.

In addition, Cen (2025) explains that the e-Kinerja application has implemented the concept of Green HRM execution as part of the characteristics of green performance assessment based on the BerAKHLAK core values.

3. Influence of BerAKHLAK Values on HRM Practices

The BerAKHLAK core values an acronym for Service-Oriented (Berorientasi Pelayanan), Accountable (Akuntabel), Competent (Kompeten), Harmonious (Harmonis), Loyal, Adaptive (Adaptif), and Collaborative (Kolaboratif), have a strong influence on HRM practices in South Tangerang City. Research shows that employees who understand and internalize these values are more likely to actively participate in Green HRM programs. For example, in a case study in Cipondoh Sub-district, 80% of employees stated that the BerAKHLAK core values encouraged them to be more proactive in proposing environmentally friendly initiatives (Niswaty, et al.,

2023). This indicates that these values not only function as ethical guidelines but also as a driver for innovation in HRM practices.

4. Analysis of Results

The results of the analysis show that the integration of Green HRM into performance appraisal based on the BerAKHLAK core values through the e-Kinerja application significantly increases the effectiveness of performance management and the quality of public service in South Tangerang City. The implementation of green behavior in every BerAKHLAK core value, from Service-Oriented to Collaborative, encourages energy efficiency, service digitalization, waste reduction, and increased accountability and transparency. Survey data and previous studies also strengthen the finding that employees become more motivated, competent, and proactive in compiling environmentally friendly innovations when the BerAKHLAK core values are used as the foundation for Green HRM behavior.

Overall, the implementation of Green HRM integrated with the BerAKHLAK core values not only strengthens a sustainable work culture but also enhances the image and quality of public service. These core values are proven to be a driver of changes in employee behavior toward more efficient, adaptive, and environment-oriented services, thereby supporting organizational sustainability and the achievement of green development goals at the local level.

5. Comparison with Existing Literature

Comparison with existing literature shows that this research is consistent with previous findings stating that the implementation of Green HRM can increase employee motivation and performance. For example, Ullah, et al. (2021) note that effective electronic performance appraisal systems can increase accountability and transparency in organizations. Furthermore, research by Anitha (2024) confirms that a good e-performance management system can be a strategic tool in improving organizational performance. This finding reinforces the argument that the integration between Green HRM and the e-Kinerja system can create a more productive and sustainable workplace environment.

6. Implications for ASN Policies and Practices in South Tangerang City

The implications of this research for ASN policy and practice in South Tangerang City are very significant. Policies that support the implementation of Green HRM in every aspect of employee management are needed. This is in line with Law Number 20 of 2023 concerning Civil Servants, which regulates the importance of professionalism and accountability in ASN performance. With clear policies, employees are expected to better understand their role in achieving the organization's sustainability goals. In addition, the development of performance appraisal criteria in the e-Kinerja application that is integrated more completely and clearly between the BerAKHLAK core values and Green HRM will be a strategic step to improve overall ASN performance and the achievement of institutional goals sustainably.

7. Challenges and Opportunities

Challenges in the implementation of Green HRM and performance and work behavior assessment through the e-Kinerja application in South Tangerang City include a lack of employee understanding and awareness about the importance of sustainability. Although many employees realize the benefits of environmentally friendly practices, some remain skeptical of the changes. However, the opportunities to overcome these challenges are great. By increasing training programs and socialization on Green HRM, and demonstrating the positive impact of these initiatives on individual and organizational performance, ASN can build a more sustainable and productive work culture.

8. Obstacles in Green HRM Implementation

The obstacles faced in the implementation of Green HRM include limited resources and support from top management. Many employees feel that without sufficient support from superiors, environmentally friendly initiatives will not succeed. In addition, the lack of infrastructure supporting Green HRM practices is also a barrier. For example, facilities for efficient waste management are still limited in some government agencies. Therefore, it is very important for management to provide strong support and the necessary resources to support the implementation of Green HRM.

9. Strategies to Increase the Effectiveness of Green HRM Implementation in the e-Performance System

Strategies to increase the effectiveness of Green HRM implementation in employee performance and work behavior assessment in the e-Kinerja application based on the BerAKHLAK core values are:

- a. **Integration of green targets into Employee Performance Targets (SKP) and Individual Performance Indicators (IKI)**, such as participating in environmental programs. With this, green behavior becomes a formal part of performance appraisal, not just an additional criterion;
- b. **A reward system for green behavior**, by providing appreciation to employees or work units that are consistent in sustainability;
- c. **Green leadership**, where public officials are made role models in the application of environmentally friendly behavior, as it greatly influences organizational culture and employee behavior;
- d. **Regular internal environmental audits**, by conducting routine evaluations of waste management, healthy living practices, etc., in each work unit. The audit results are used to provide recommendations for improvement and ensure compliance;
- e. **Green innovation challenge program**, by holding competitions for both internal government and the public, including students, schools, the private sector, and all other groups, to design environmentally friendly innovations, such as improving workflow, service digitalization, simple energy saving, etc.;
- f. **Partnerships or collaboration with other parties**, such as environmental communities, universities, and the private sector for training, mentoring, or joint sustainability campaigns. This collaboration expands knowledge and accelerates the adoption of green practices.

CONCLUSION AND RECOMMENDATION

1. Main Conclusions of the Study

The implementation of Green Human Resource Management (Green HRM) integrated into the BerAKHLAK core values within the e-Kinerja application is proven to contribute significantly to improving the quality of public service, organizational efficiency, and the image of sustainable bureaucracy in South Tangerang City. Findings show that the internalization of the BerAKHLAK core values is able to encourage work behavior that is more environmentally friendly, transparent, and accountable, where most employees feel more motivated to contribute to organizational goals when green practices are adopted systematically. Furthermore, strengthening pro-environmental behavior in performance appraisal indicators makes Green HRM not just an administrative concept but a part of the ASN work culture.

Overall, the collaboration between the e-Kinerja system, the BerAKHLAK core values, and Green HRM creates a work ecosystem that is adaptive, efficient, and oriented towards sustainability. This practice not only supports the achievement of the vision of modern and environmentally friendly public service but also encourages ASN to continuously innovate, actively participate, and strengthen their commitment to sustainable development in the government environment. Thus, Green HRM can be a strategic foundation in realizing professional, integrated, and future-oriented governance.

2. Recommendations for Green HRM Implementation in ASN

The main recommendation for the implementation of Green HRM is the need for clear and integrated policies between the local and central government. This aims to ensure that all ASN understand and apply the principles of Green HRM in their daily activities. In addition, training and socialization on the importance of sustainability and its impact on employee performance need to be carried out. Based on research by Fadillah, et al. (2024), the implementation of the e-Kinerja application in Cipondoh Sub-district shows that good training can increase employee understanding of the use of technology in supporting sustainable performance. Thus, the local government should provide sufficient budget for employee training and competency development as well as providing facilities and infrastructure related to Green HRM.

3. Suggestions for Future Research

Suggestions for future research are to broaden the scope of the study on Green HRM implementation by including other variables that potentially influence its effectiveness, such as

organizational culture, green leadership, and technological factors supporting performance digitalization. Future research can also use mixed methods to delve deeper into employee perceptions, implementation barriers, and its impact on overall public service quality. Furthermore, comparative studies between regions or between institutions can provide a more comprehensive overview of best practices in the application of Green HRM based on the BerAKHLAK core values.

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