



GREEN MOTIVATION IN DIGITAL ERA: A SYSTEMATIC LITERATURE REVIEW FOR SUSTAINABILITY HUMAN RESOURCE PRACTICES

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ABSTRACT

The importance of organizational sustainability, green motivation are increasingly becoming an option for organizational managers in their organization's human resource management practices. The digital era has the potential to change the current construct of green motivation. This paper attempts to re-conceptualize the construct of green motivation by conducting thematic analysis of research questions such as what is the conceptual definition of green motivation in the digital era, and what are its dimensions. The Systematic Literature Review method was chosen to explore this. A descriptive analysis of the 20 selected articles was conducted using a classification framework, which included distribution by year, country, concept focus, and dimensions relevant to the digital age. By conducting this analysis, it is hoped that this study can provide a deeper understanding of the concept of green motivation in human resource management in the digital era, as well as identify key dimensions associated with the concept. It was found that green motivation is still a multidimensional construct consisting of green intrinsic motivation, and green extrinsic motivation.

Keywords: *Green motivation, sustainability, digital era, Human Resources Management Practices.*

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INTRODUCTION

As humanity's awareness of sustainability and environmental protection increases, many organizations today are considering the impact of their operations on sustainability and environmental goodness. In line with this, the concept of Green motivation is becoming increasingly relevant in the context of Human Resource Management (HRM). Green motivation refer to the skills, knowledge, abilities, attitudes, behaviors, and awareness required in environment-related jobs to achieve better environmental performance (Cabral & Lochan Dhar, 2019). Green motivation include not only an understanding of environmental issues, but also the ability to identify sustainable solutions and the skills to collaborate in the context of sustainability.

Previous technological developments that have caused global climate change have provided evidence that sustainability issues are not just a trend, but an urgent need for every individual and organization. Especially for organizations, green motivation are now an absolute must-have for every individual element in the organization (Abdelkareem et al., 2024; Cabral & Dhar, 2021; Gull & Idrees, 2022; Mirčetić et al., 2022). Cabral and Dhar (2021) for example highlighted the importance of developing green motivation in organizations as a competitive advantage and to mitigate environmental degradation and climate change. Whereas Mirčetić et al. (2022) highlight that having strong green motivation at the individual level can provide significant benefits for organizational growth, financial performance, and the environment.

Research related to green motivation in HRM has shown that individuals who possess green motivation tend to be more motivated to participate in sustainable business practices (Ababneh, 2021; Bianchi, 2017; Khan et al., 2024; Yahya et al., 2022). The fact that individuals with green motivation will have a better understanding of environmental issues and will be more encouraged to contribute to the organization's sustainability efforts (Ababneh, 2021). Bianchi's (2017) study shows that individuals with sustainability competencies have the ability to understand, appreciate and apply sustainability principles in a business context, they tend to be more concerned about the environmental and social impacts of their business decisions, and are more likely to seek environmentally friendly and sustainable solutions in their business practices. Therefore, it is important for organizations to develop, nurture, and recognize green motivation in their employees.

Based on this, the study of Green motivation is not only relevant for academics in understanding how individual factors affect sustainable business practices, but also for human resource management practitioners in developing more sustainable human resource management strategies. Studies on Green motivation have been long and widely conducted. Evidenced by the existence of articles discussing green motivation in 1997, and until 2016 there have been 66 relevant articles (Cabral & Dhar, 2021). However, studies on green motivation from the perspective of the digital era are still inadequate. Therefore, this paper aims to fill the literature gap regarding the study of green motivation in the digital era. Questions such as, what are Green motivation? What dimensions or factors can shape Green motivation? Are interesting eternal questions, and will be answered in this paper in the context of the digital era.

LITERATURE REVIEW

According to Robbins & Judge (2024), motivation is a process that explains the intensity, direction, and persistence of a person's efforts to achieve a goal. Motivation involves the interaction between expectations, rewards, and individual needs (Robbins & Judge, 2024). For Latham (2016), motivation is the psychological energy that drives a person to act toward a specific goal, influenced by clear goals, feedback, and commitment. Talking about motivation means talking about the reasons behind a person's actions. The quality of motivation (whether autonomous or controlled) determines its impact on well-being and performance (Ryan & Deci, 2000).

Green Motivation refers to the motivation that drives individuals or organizations to participate in behaviors that support environmental sustainability. This concept emphasizes the importance of environmental values, ecological awareness, and social responsibility in decision-making. In a business context, green motivation is often associated with the implementation of green business principles that aim to reduce negative environmental impacts while maintaining profitability. Steg & Vlek (2009) define green motivation as a person's desire to engage in environmentally friendly behavior, which is influenced by factors such as environmental awareness, social norms, and personal values. They point out how important it is for a person to see the benefits and value of pro-environmental actions.

Referring to Ryan & Deci (2000), green motivation can be understood within the framework of self-determination theory, in which individuals feel they have autonomy, competence, and supportive relationships in carrying out environmentally friendly actions. They emphasize that the intrinsic drive to behave green, which arises from the individual's need to feel connected to the natural environment, plays an important role in motivating pro-environmental actions.

According to Ones & Dilchert (2012), green motivation can be classified into two types, namely intrinsic and extrinsic. Intrinsic motivation arises when a person feels that environmentally friendly behavior provides personal satisfaction and has positive meaning, so they do it because they believe it is the right thing to do. Conversely, extrinsic motivation is influenced by external factors such as financial incentives, company regulations, or social pressure that encourage individuals to behave in an environmentally friendly manner.

A study by Norton et al. (2015) shows that green motivation can also be strengthened by organizational factors such as green organizational culture, policies that support sustainability, and leadership that prioritizes sustainability. Organizations that integrate green practices into their business strategies tend to see an increase in green motivation among their employees, which in turn can positively influence pro-environmental behavior. In the context of policy development, understanding green motivation is important for designing effective interventions that can increase participation in sustainability programs at both the individual and organizational levels. For example, offering training on sustainability practices and recognizing individual efforts to protect the environment can increase green motivation.

Ones & Dilchert (2012) highlight that green motivation can be divided into intrinsic and extrinsic motivation. Intrinsic motivation occurs when individuals feel that environmentally friendly actions are personally beneficial and satisfying, so they act green because they believe it is the right thing to do. Conversely, extrinsic motivation is related to external factors such as financial incentives, company policies, or social pressure that encourage individuals to act green (Ones & Dilchert, 2012).

According to Li et al. (2020), the measurement of green motivation is based on two main constructs, namely green intrinsic motivation (GIM) and green extrinsic motivation (GEM). Green intrinsic motivation is measured based on the level of internal motivation of employees driven by their values, passion, and intentions towards the environment and green activities. Examples of

indicators include love and desire to preserve the environment, as well as the pleasure derived from carrying out environmentally friendly activities. Meanwhile, green extrinsic motivation is measured based on external incentives such as rewards, recognition, or threats of punishment that encourage employees to take actions related to the environment. This motivation can be assessed through questions related to external incentives, such as financial rewards, recognition, or social pressure that encourages green actions.

According to Ahmed et al. (2021), green motivation encompasses two types of motivation, namely green intrinsic motivation and green extrinsic motivation, each of which plays an important role in improving employee environmental performance. Green intrinsic motivation is defined by Ahmed et al. (2021) as motivation that encourages individuals to engage in environmentally friendly behavior based on internal satisfaction and personal reward, rather than external incentives. Ahmed et al. (2021) describe that employees with green intrinsic motivation show a higher level of engagement in environmentally friendly behavior because they find personal satisfaction in their work that supports the environment.

Meanwhile, Green Extrinsic Motivation refers to motivation influenced by external factors such as financial incentives, recognition, or promotions given as rewards for environmentally friendly behavior. The results of Ahmed et al.'s (2021) study show that Green Human Resources practices involving compensation and recognition for environmentally friendly behavior can increase extrinsic motivation, which in turn improves employees' environmental performance.

To measure green motivation, Ahmed et al. (2021) used the following instruments:

- A. Dimension of Green Intrinsic Motivation with indicators:
 - 1) Enjoy trying to solve environmental tasks on job.
 - 2) Enjoy executing existing green ideas at job.
 - 3) Feel like become further engaged in the development of green ideas.
- B. Dimension of Green Extrinsic Motivation with indicators:
 - 1) Strongly motivated by the recognition for environmental tasks.
 - 2) Often think about rewards, salary, or promotion for environmental tasks.
 - 3) Have to feel that earn something for environmental tasks.

Various studies have raised green motivation as one of the variables in their research. In general, the green motivation variable functions as intervening variable or mediator in various existing research models. The study by Li et al. (2020) offers two constructs, namely green intrinsic motivation and green extrinsic motivation. Among the findings of Li et al. (2020) that stand out is that green intrinsic motivation mediates part of the relationship between green transformational leadership and green creativity.

METHODOLOGY

The systematic literature review study in this paper follows the procedures proposed by Tranfield et al. (2003), namely: 1) Determining keywords for article selection; 2) Limiting articles based on inclusion and exclusion criteria; 3) Conduct descriptive analysis; 4) Conduct thematic analysis. Based on this, this study first determines the keywords for selecting articles, namely green motivation. Then, the articles were limited based on predetermined inclusion and exclusion criteria, namely: 1) Selected articles were only related to Human Resources Management (HRM); 2) The selected articles are only in English; 3) The selected articles are only those published by journals, therefore ignoring proceeding articles, etc. Journal articles are chosen because they are believed to have gone through a peer review process, so their quality is guaranteed (Wang & Waltman, 2016).

The search process in the database is carried out in two stages. The first stage involves searching databases such as Google Scholar to identify articles relevant to the topic of green

motivation. Data mining uses the Publish or Perish application (Harzing, 2007). In the second stage, articles published by major publishers such as Elsevier, Wiley, Emerald, ProQuest, Sage, Springer, Taylor & Francis, and MDPI were selected for further consideration. In this stage, duplicate articles that appear in both databases are ignored. The authors then checked the titles and abstracts of the articles that had been identified to ensure inclusion or exclusion of articles according to the established criteria.

A backward reference search was carried out to identify works related to the field in question, thus helping to understand the development of the topic of green motivation. The search continued until the identified articles reached saturation point. Thus, it is hoped that this systematic search process can provide a strong basis for the analysis and discussion in this paper. The articles that are the main references considered in this research were published between 2019 and 2024. The limitation from 2019 is based on the author's belief that the massive use of digital technology began during the Covid-19 pandemic, during which all people in the world forced to use digital devices both in communicating and at work.

After searching and selecting articles, descriptive analysis was then carried out to fully understand the development of these articles. The descriptive analysis referred to is frequency distribution analysis and trend analysis. Frequency distribution is carried out on categories of publication year, as well as the publisher that houses the journal where the article is published. Trend analysis is carried out to determine the trend in the development of articles discussing or studying Green motivation from year to year. With time series trend analysis, the pattern of change or data movement of a variable can be identified (Hamidi, 2023).

In the final stage, a thematic analysis was carried out to identify the definition of Green motivation in the digital era, what dimensions form them, as well as the main patterns and relationships between related concepts. Similar procedures have been used in previous studies, such as those by Cabral and Dhar (2021), Daddi et al. (2018), and Gupta et al. (2020). Thus, this research seeks to expand existing knowledge by applying an approach that has been proven effective in exploring the concept of green motivation in HRM Research in the digital era.

RESULT AND DISCUSSION

From the selection of data mining results using the Publish or Perish application (Harzing, 2007) with a maximum of 500 articles, 105 articles were obtained that were relevant to Green Competency in the scope of human resource management, as well as those that were relevant to the inclusion and exclusion criteria that had been previously determined. . The distribution of articles by year from 2019 to 2024 is depicted in Figure 1.

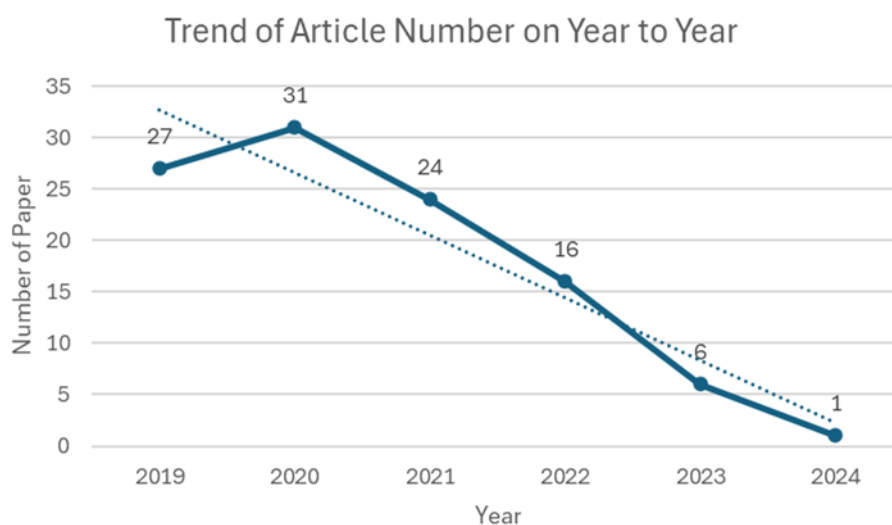


Figure 1. Development of the Number of Green Motivation Articles, 2019-2024.

From 2019 to 2020 there was an increase in the number of articles regarding green motivation, namely from 27 articles per year to 31 articles per year. Furthermore, in 2021 there will be a decrease to 24 articles per year. In 2022 there will be another decrease to 16 articles per year. Then in 2023 there will be another very sharp decline to 6 articles per year. And finally, in 2024, to be precise, until mid-May, there will only be 1 article discussing green motivation. Thus, it can be analyzed that there has been a decreasing trend in the number of articles regarding green motivation in the last 5 (five) years. This indicates that research interest in green competency variables is increasingly saturated.

The results of this research are different from the results of previous research from Cabral & Dhar (2021), where there was a trend of increasing interest and the number of articles researching or discussing green motivation, as can be seen in Figure 2. According to the author, this is because after 2019 it was caused by Covid-19, everyone around the world is forced to adopt information technology, as part of physical distancing efforts. This situation has shifted the attention of researchers to digital issues, for example digital competencies in the scope of HRM.

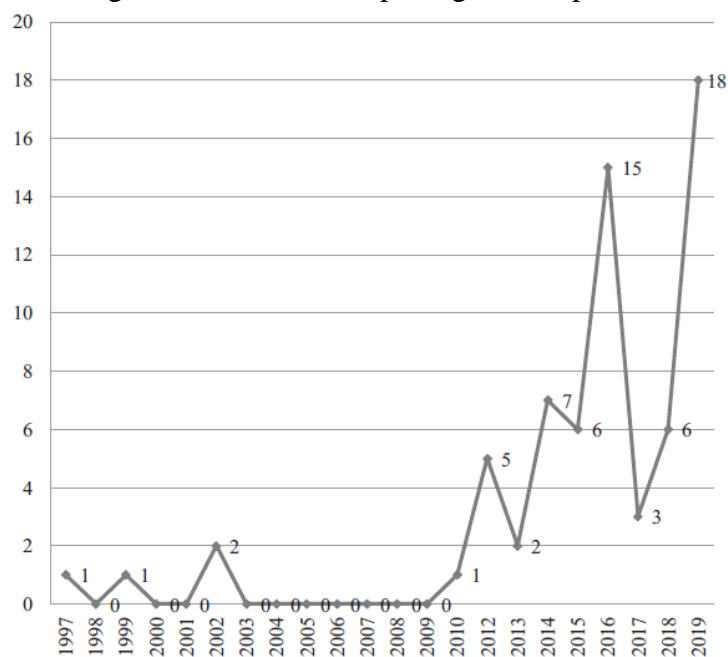


Figure 2. Development of green motivation articles, 1997-2019 (Cabral & Dhar, 2021).

Next, the author tries to carry out a descriptive analysis regarding the distribution of articles per reputable publisher over the past five years. The results of data processing with frequency distribution by publisher category can be seen in Figure 3.

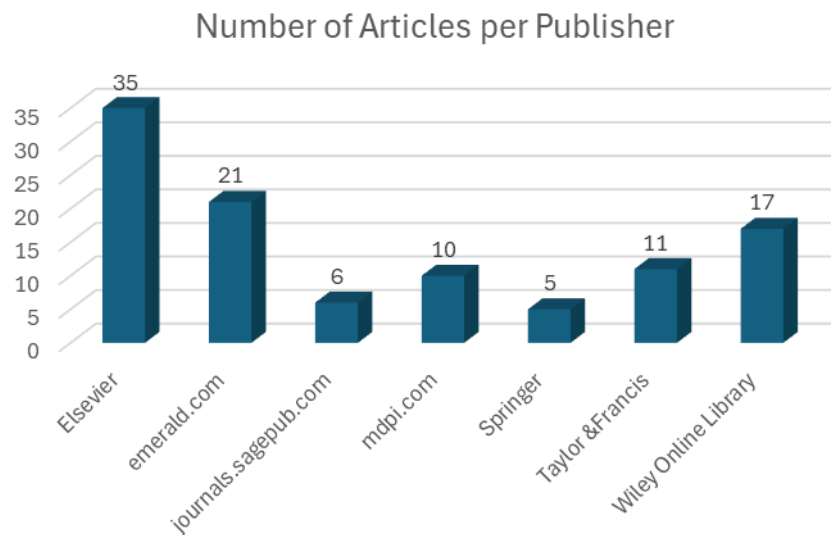


Figure 3. Number of Articles per Publisher for the 2019-2024 period.

From Figure 3 it can be seen that in the last five years {2019-2024} writers tend to be interested in publishing the results of their research in journals managed by large publishers. The largest number of articles regarding green motivation were published in journals managed by publisher Elsevier, namely 35 articles during the 2019-2024 period. This was followed by publisher Emerald, namely 21 articles discussing green motivation during the 2019-2024 period. Then followed by publisher Wiley with 17 articles, Taylor & Francis 11 articles, MDPI (Switzerland) 10 articles, Sage 6 articles, and the least is Springer which only published 5 articles regarding green motivation during the 2019-2024 period. If you look at this data, there is still no significant change in the map of author trust in reputable publishers. According to the author, this is because authors are targeting the visibility and accessibility of journals to increase the impact factor of their articles.

And finally, in the final stage, the author tried to carry out a thematic analysis of articles regarding green motivation during the 2019-2024 period. However, beforehand the author re-filtrated or selected 105 previous articles which focused on the context of green motivation in the scope of HRM practices, leaving only 6 (six) articles with a focus on green motivation which was linked to digitalization. The thematic analysis can be seen in table 1.

Table 1
Thematic Analysis of Articles

Authors	Focus	Variable Concept	Dimensions of Variable
Caena & Redecker (2019)	The importance of digital competence for sustainability	Digital competency refers to the combination of knowledge, skills and attitudes possessed by HR in integrating digital technology into their work practices.	<ol style="list-style-type: none"> 1. Planning 2. Use of digital technology 3. Empowerment 4. Development 5. Promotion 6. Integration
Falloon (2020)	Exploring digital competency frameworks	Digital competency is the understanding and ability to use digital technology effectively for various purposes, from basic use to optimization for work and creative purposes.	<ol style="list-style-type: none"> 1. Functional, integrative and specialized knowledge and understanding of digital technologies. 2. Digital communication and collaboration 3. Information management 4. Privacy and security 5. Legal & ethical aspects 6. Technology-society

			7. Technology learning 8. Informed decision making 9. Self-efficacy 10. Disposition
Santoalha et al. (2021)	This research focuses on the relationship between digital skills, green diversification, and technological linkages.	Digital skills refer to the ability of individuals or workers to use and understand information and communication technology (ICT), as well as the ability to utilize digital technology in an economic and innovation context.	1. Ability 2. Development 3. Design 4. Management 5. Production 6. Consultation 7. Integration 8. Administration 9. Maintenance
Yang (2021)	The focus of this study was to examine the joint influence of educators' online teaching self-efficacy and their beliefs about their own SEL competencies.	None	None
Ojo et al. (2022)	The focus of this research is to explain the strategic implications of Green HRM practices in information technology companies' sustainable environmental practices through efficient IT production and use..	Green motivation refer to the skills, knowledge and attitudes possessed by individuals in the context of sustainable environmental practices.	1. Environmental knowledge 2. Environmental skill 3. Environmental attitude
Ogbeibu et al. (2022)	This research deepens the understanding of how factors such as leadership competency, digitalization, and digital task dependency influence the relationship between green talent management and job turnover intentions in the manufacturing industry in Nigeria.	Green motivation refer to the skills, knowledge and attitudes required by individuals in a sustainable work environment.	1. Green intrinsic motivation 2. Green extrinsic motivation

Of the six articles in table 1 above, only two articles really have relevance between green motivation and digitalization. Based on this, the author synthesizes the conceptual definition and dimensions of green motivation in the digital era from the article by Ojo et al. (2022) and Ogbeibu et al. (2022). Thus, green motivation in the digital era can be interpreted as the skills, knowledge and attitudes possessed by individuals in adopting digital technology for a sustainable work environment, with dimensions namely:

1. Green intrinsic motivation
2. Green extrinsic motivation

Discussion

Green motivation have significant implications for human resource management (HRM) practices. Individuals with green motivation tend to be better able to understand and apply sustainability principles in an organizational context. This can have a positive impact on HR management practices, such as:

- 1) **Recruitment and Selection:** Organizations can consider green motivation as one of the criteria in the employee recruitment and selection process. Individuals who have sustainability competencies can be valuable assets in advancing sustainability practices in organizations.
- 2) **Training and Development:** HR management can design training and development programs that focus on developing green motivation for employees. This will help increase employee awareness and understanding of sustainability practices.
- 3) **Performance Evaluation:** Green motivation can be integrated into the employee performance evaluation process. Employees who are able to apply sustainability principles in their work can be recognized and rewarded for their positive contributions to the organization's sustainability goals.

Yahya et al. (2022) highlight several challenges and recommendations for future research in the context of integrating green business and green motivation to enhance green innovation. Challenges faced include a lack of in-depth understanding of key concepts such as green motivation (GM) and green innovation (GI), as well as a lack of in-depth research on the relationship between green motivation and green innovation. Recommendations for future research include the need for further research to understand the impact of green motivation on green innovation, as well as the need to identify factors that influence the adoption of green business practices and green innovation in manufacturing companies. Thus, according to Yahya et al. (2022), future research is expected to provide deeper insights and more effective solutions in encouraging sustainable and innovative business practices.

Limitations in research on sustainability education as part of green motivation outside higher education, such as early childhood education, primary and secondary education, vocational education, and adult education (Bianchi, 2017). Further research is needed to understand how to deliver sustainability competencies at different levels of education. Bianchi (2017) highlights the need for further research to understand how to convey sustainability competencies through various learning methods, including online learning.

From this research results, it can be seen that research linking green motivation with digitalization is still very minimal. Therefore, this can be a space for future researchers to conduct research on green motivation in the context of the digital era or digitalization.

CONCLUSION

Green motivation are an important concept in Green HRM which emphasizes the importance of individual abilities to contribute to environmentally friendly business practices. Developing green motivation in employees can help organizations operate sustainably and promote corporate social responsibility. Green motivation in the digital era have experienced a change in concept, namely the importance of adopting digital technology by each individual to support green HRM practices. Apart from that, green motivation in the digital era have also experienced a change in construct, namely becoming only two dimensions consisting of green hardware competencies and green software competencies. The development of digitalized green motivation among employees is important in supporting green management practices and achieving high organizational efficiency. Thus, to achieve environmentally responsible goals and optimal operational efficiency, organizations need to focus on developing digitalized green motivation at all individual levels in the organization.

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