

Analysis of Strategic Human Resource Procurement and Talent Management in Green SM (Xanh SM) in the Era of Sustainable Mobility

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Article Info

Article history:

Accepted: 2 Juni 2026

Publish: 1 Agustus 2026

Keywords:

Talent Management;

Green Human Resource

Management;

Green SM;

Electric Taxis; Sustainable

Mobility.

Abstract

This study aims to analyze the human resource (HR) procurement strategy and talent management system at Green SM (Xanh SM), a Vietnamese electric taxi company expanding into Indonesia, within the context of the sustainable mobility industry. The study uses a qualitative case study approach with secondary data sources in the form of credible media reports, company reports, and scientific literature for the period 2023-2026. The analysis focuses on three main areas: HR procurement strategy (recruitment, employer branding, selection), talent management system, and the role of technology. The findings indicate that Green SM implements a Green Human Resource Management (GHRM) approach that integrates sustainability values into the entire HR cycle. The company is recruiting drivers en masse with a target of 10,000 people in Indonesia, using a digital platform for recruitment, and prioritizing environmental awareness in selection. The talent management system is still in its infancy, focusing on standardized driving safety training. However, it faces serious challenges following the train accident in East Bekasi, which highlighted weaknesses in driver development. The company is collaborating with the Head of the Traffic Corps of the Indonesian National Police to develop a retraining program and a traffic attitude record system. Strategic recommendations include developing a structured talent development program, implementing succession planning for key operational positions, and utilizing talent analytics to predict accident risks. The study's conclusions emphasize that green economy startups need to balance aggressive expansion with investments in robust talent management systems to ensure operational sustainability.

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1. INTRODUCTION

Currently, the transportation industry worldwide is undergoing a massive wave of transformation that is fundamentally changing the way people move and travel. This transformation is directed towards one main vision: the creation of a sustainable mobility system—a system that is not only efficient and comfortable, but also environmentally friendly and does not excessively deplete natural resources. Amidst this wave of change, electric vehicles (EVs) have emerged as the center of attention and the most promising technological solution. Electric vehicles are considered a strategic answer to address two of the most pressing urban problems: first, reducing carbon emissions, the main cause of global climate change; second, reducing air pollution levels in large cities that directly impact public health. A contemporary study conducted by Wu, Xu, & Eltoukhy (2024) provides

important emphasis that the success of shared electric vehicle systems, such as electric taxis or carpooling, does not solely depend on the sophistication of battery technology or the vehicles themselves. Moreover, the success of this business model is largely determined by the company's ability to solve two operational problems simultaneously and in real-time: (1) dynamic vehicle relocation to ensure fleet availability at high-demand points, and (2) balancing driver staff to ensure the number of human resources on duty matches fluctuations in field needs. Without seamless integration between vehicle management and human resource management, the electric shared vehicle system will struggle to run efficiently and profitably.

At the national level, the Indonesian government has demonstrated its commitment to supporting the transition to a green economy through a series of ambitious policies and commitments. The official target is to peak carbon emissions by 2030 and achieve net-zero emissions by 2060. This target requires all industrial sectors, including the transportation sector, the second-largest contributor to emissions after the energy sector, to undertake rapid and massive decarbonization. Within this conducive policy context, various electric vehicle companies have emerged in Indonesia, offering a more environmentally friendly alternative to conventional fossil-fueled taxis. One of the most ambitious and eye-catching new players is Green SM, formerly known as Xanh SM. The company was founded by Vietnamese billionaire Pham Nhat Vuong through his business entity called GSM Green and Smart Mobility Joint Stock Company in March 2023. The main characteristic of Green SM is that the company operates a taxi fleet that uses 100 percent electric cars made by VinFast, an automotive manufacturer also under the ownership of the same conglomerate (Kompas.com, 2026). In a relatively short period since its founding, Green SM has managed to record impressive achievements by controlling more than 50 percent of the ride-hailing market share in Vietnam. This success then encouraged the company to aggressively expand into various countries in the Southeast Asian region, including Indonesia, Laos, and the Philippines, with the hope of repeating similar success.

However, Green SM's expansion into Indonesia proved less smooth sailing than initially envisioned. The company immediately faced complex operational challenges, particularly those related to driver safety and development. In April 2026, an accident involving a Green SM taxi drew widespread national media attention. The incident occurred when a Green SM taxi reportedly stalled at a railroad crossing in East Bekasi, nearly colliding with a passing train (MetroTVNews.com, 2026). This incident quickly garnered public attention, highlighting serious gaps in driving safety and the effectiveness of Green SM's driver development program. Following the incident, the Chief of the Indonesian National Police Traffic Corps (Kakorlantas Polri) publicly noted that of the approximately 10,000 drivers recruited and operated by Green SM in Indonesia, stricter controls and a more intensive and sustainable development program were needed. This statement implicitly indicated that Green SM's driver recruitment, training, and supervision system still had fundamental weaknesses that could potentially endanger public safety (BeritaSatu.com, 2026).

The accident logically implies that strategic human resource (HR) procurement and a talent management system are crucial for Green SM's business continuity in Indonesia. As a hyper-growth startup, Green SM's ability to recruit, train, and retain drivers who are not only technically competent but also have a strong safety culture embedded in their daily lives is a key determinant of operational success. Mistakes in any of these aspects—for example, overly lax recruitment, shallow training, or failure to retain good drivers—can have fatal consequences for the company's image and even for human safety. Beyond these basic needs, Green SM also needs to build a more sophisticated and long-term talent

management system. This system must be able to address the unique challenges inherent in the green economy sector, such as how to instill environmental awareness in every aspect of work, how to measure performance not only in terms of productivity but also in terms of contribution to sustainability, and how to create a work culture that values safety above all else. In other words, Green SM is not just an electric taxi company; It must also be a company managed with mature green human resource management principles.

Theoretically, the concept of Green Human Resource Management (GHRM) has been developed by academics to bridge traditional HR management practices with environmental sustainability goals. As explained by Prof. Nuri Herachwati of Airlangga University (2025), GHRM is a combination or integration of the disciplines of human resource management and environmental management. Its main objective is to encourage organizations to become more environmentally friendly in all aspects of their operations through changes in individual behavior, work culture, and reward and punishment systems that favor sustainability. GHRM encompasses a variety of activities ranging from recruitment that takes into account prospective employees' environmental awareness, green training, to performance assessments that use sustainability criteria as one of the main indicators. However, although the literature on GHRM continues to grow, studies specifically examining the application of this concept to electric taxi companies in Indonesia are still very limited. Most GHRM research still focuses on the manufacturing, hospitality, or office sectors, while the electric vehicle-based public transportation sector remains virtually untouched. This is where the scientific novelty of this research lies. This research offers an integrative analysis that combines two important domains—human resource procurement strategies and talent management systems—in the specific context of an electric mobility company in Indonesia. Using Green SM as a case study, this research seeks to fill a gap in the existing literature and provide practical contributions to green economy startups currently undergoing aggressive expansion.

2. RESEARCH METHOD

This study uses a qualitative case study approach (Yin, 2018). The data sources used are secondary data for the period 2023-2026, including credible mass media coverage, official company information, scientific articles on GHRM, and documents from government agencies (the Indonesian National Police, the Ministry of Transportation). Specifically, this study refers to the Minister of Transportation Regulation No. 85 of 2008 concerning the Implementation of Public Transportation as a regulatory standard for analyzing the suitability of Green SM driver training and selection.

Data analysis used the interactive model of Miles, Huberman, & Saldana (2014). Data validity was maintained through source triangulation.

3. RESULTS AND DISCUSSION

A. Analysis of Strategic HR Procurement Practices in Green SM

a. Mass Recruitment

Green SM demonstrated its expansion ambitions in the Indonesian market by launching a mass recruitment strategy targeting approximately 10,000 drivers in a relatively short time. In strategic management literature, this rapid, large-scale recruitment phenomenon is known as pipeline hiring, an approach designed to efficiently meet large workforce needs, particularly when a company is experiencing an aggressive growth phase. In their research, Brymer, Paraskevas, Josefy, & Ellram (2024) revealed that while pipeline hiring offers the advantage of speed and volume of workforce fulfillment, this practice carries a serious risk, namely the potential

decline in the quality of human capital of recruited individuals. The main cause is a selection process that tends to be less thorough due to time pressures and quantity targets, so that critical aspects such as technical competence, safety awareness, and integrity are often not adequately tested before an individual is hired. This finding is clearly evident in the case of Green SM in Indonesia. An accident involving a Green SM car at the East Bekasi railway crossing in April 2026 provides empirical evidence that the safety standards and competency of mass-recruited drivers may not be optimally tested. This incident not only damaged the company's reputation but also indicated systemic weaknesses in the selection process, where the quantity of drivers sought appears to be prioritized over the in-depth evaluation of each individual's readiness and professionalism. Therefore, Green SM needs to reconsider the balance between the speed of expansion and the thoroughness of selection, as failure to ensure driver quality early on could have fatal consequences for the company's operational safety and future business sustainability.

b. Employer Branding

Green SM built a strong employer brand based on sustainability values, promoting itself as an emission-free and pollution-free electric taxi company, contributing to the fight against climate change. This "green" value was a major draw for a younger, environmentally conscious generation, offering a sense of pride and purpose beyond financial rewards, reinforced by numerous international awards. However, a significant weakness of this strategy was that this positive image was eroded by an accident in East Bekasi that tarnished the company's safety reputation. The public began to doubt the consistency between promises of five-star service and the reality on the ground, leading potential candidates to question whether Green SM prioritized the quantity of expansion over the quality of safety. This incident demonstrated that employer branding based solely on environmental values without concrete evidence of robust safety standards is insufficient to maintain a long-term reputation.

c. Driver Selection and Criteria

Formally, Green SM's driver selection criteria are quite strict, including age limits, a valid driver's license, a neat appearance, and a driving test. However, when compared to the mandate of the Minister of Transportation Regulation No. 85 of 2008, significant gaps remain, particularly in the aspect of regular training and supervision of drivers already operating. Regulations require periodic evaluations and ongoing recording of violations, while Green SM tends to focus on meeting mass recruitment targets. Consequently, following the accident in East Bekasi, it was revealed that driver training and monitoring were ineffective, forcing the company to implement a retraining program. Without improvements to the regular training system, long-term compliance with regulations and safety standards is difficult to achieve.

B. Talent Management System Analysis

a. Talent Identification and Development

Globally, Green SM employs over 80,000 employees, making it a major player in the electric mobility industry. In Indonesia, the company explicitly states that safety culture is a top priority in all its operational lines. However, based on field findings, the consistency of this statement still needs to be tested. Referring to research by Arifin, Nataly, & Judith (2025), the success of talent retention and development within an organization is largely determined by two key factors: first, a strong organizational commitment that is not merely ceremonial but also manifested in

concrete policies; second, employee job satisfaction through rewards, recognition, and development opportunities. In the context of Green SM in Indonesia, the main gap identified lies precisely in these two factors. The company does not yet have a clear and structured career development program for drivers, for example, a promotion path from regular driver to senior driver, then moving up to the position of trainer who trains new colleagues, or even to a field supervisor responsible for operations in a region. Furthermore, Green SM has not implemented a periodic evaluation system that objectively measures the competence and driving behavior of its existing drivers. As a result, it is difficult to systematically distinguish between high-performing and problematic drivers, weakening the incentive to continuously improve. This gap not only risks lowering driver morale but can also trigger high employee turnover, with talented drivers choosing to leave due to a perceived lack of career prospects. Thus, while Green SM claims a safety culture as a priority, without adequate career development and periodic evaluation systems, these claims are difficult to sustain.

b. Succession Planning and Retention

Green SM, as a company still in its early stages of growth in Indonesia, has yet to demonstrate a formal and structured succession planning system. Succession planning is a strategic process for identifying and developing potential internal candidates to fill key leadership positions in the future. However, the reality at Green SM shows that the company's current primary focus remains solely on meeting the company's large driver needs, while developing internal talent for operational leadership positions—such as field supervisors, regional managers, or trainers—has not been prioritized. As a result, drivers with high potential and performance lack a clear path to development and promotion within the organization. In fact, as Arifin, Nataly, & Judith (2025) noted, an organization's failure to provide a transparent and sustainable career path is a key driver of high employee turnover, particularly in the service sector, which relies heavily on the motivation and loyalty of its field workforce. When employees perceive a lack of a secure future or promotion opportunities, their sense of commitment to the company weakens, and they are more likely to seek other opportunities that offer better career development prospects. In the context of Green SM, the high potential for driver turnover will not only disrupt operational stability and increase re-recruitment costs, but it can also erode overall service quality as experienced and competent drivers choose to leave rather than stay without the certainty of career progression. Therefore, Green SM needs to immediately begin designing and implementing a simple yet effective succession planning program, for example, by creating a career path from regular driver to senior driver, then to trainer or supervisor positions, accompanied by appropriate incentives and training at each level. This step is crucial not only to retain top talent but also to build a strong internal leadership foundation for the company's future expansion.

C. The Role of Technology in Supporting Talent Procurement and Management

In an effort to support operational efficiency and human resource management, Green SM has utilized technology in several key aspects. First, the company relies on a ride-hailing app available on digital platforms like the App Store and Play Store, which allows customers to book taxis, track vehicle locations in real time, and make cashless payments. This app also indirectly functions as a data collection tool for driver behavior while on duty. Second, Green SM utilizes a Customer Relationship Management (CRM) system in its mass recruitment process, which functions to track candidate status from the initial registration stage, data

verification, and the onboarding process as a driver. Third, as a post-accident improvement measure, the company plans to implement a traffic attitude record system that will be integrated with the Indonesian National Police's ETLE (Electronic Traffic Law Enforcement) data, so that traffic violations committed by drivers can be monitored more objectively and continuously. However, despite these various uses of technology, Green SM has yet to reach a more sophisticated level of integration. In their research on electric and shared vehicle systems, Wu, Xu, & Eltoukhy (2024) emphasized that successful electric vehicle companies in the modern era cannot simply rely on technology for vehicle operations, such as location tracking or route optimization. Furthermore, companies must simultaneously integrate real-time systems for human resource management, particularly through the implementation of predictive analytics. This technology enables companies to identify drivers with high-risk profiles—for example, based on a history of violations, sudden braking patterns, or indicators of driving fatigue—before an accident actually occurs. With an early warning system, management can implement preventative interventions such as targeted retraining, better rest scheduling, or even re-evaluating their fitness for duty. Unfortunately, this significant technological gap remains unmet by Green SM. The company currently remains reactive, taking action only after an incident has occurred, rather than proactively preventing risks early. Without promptly adopting predictive talent analytics, Green SM risks experiencing similar accidents in the future because it cannot detect and screen out problematic drivers before they endanger public safety. Therefore, investing in the development of a predictive analytics system integrated with daily operational data is a necessity, not just an option, for Green SM if it wants to maintain its reputation and business sustainability in the increasingly competitive sustainable mobility industry.

D. Discussion in the Context of Green Human Resource Management (GHRM) and Regulation

In the theoretical framework of Green Human Resource Management (GHRM) as proposed by Renwick, Redman, & Maguire (2013) and reinforced by the presentation by Airlangga University (2025), one of the main pillars emphasized is the importance of organizational compliance with applicable industry standards. This compliance is not merely an administrative formality, but is the foundation for the creation of sustainable, environmentally responsible employment practices that are aligned with sectoral regulations. In the context of the transportation industry in Indonesia, the industry standards in question specifically include the Regulation of the Minister of Transportation No. 85 of 2008 concerning the Implementation of Public Transportation. This regulation regulates in detail various aspects of public transportation operations, including vehicle technical requirements, driver qualifications, initial training procedures, and the obligation to provide regular guidance and supervision to drivers who are already actively operating. The essence of this regulation is that public transportation companies are not sufficient to simply recruit drivers who have a driver's license and pass a simple test, but must also continuously ensure the competence, discipline, and driving safety of their drivers through ongoing training programs and periodic evaluations. In practice, Green SM still needs to make significant adjustments and alignment between its existing internal training programs and the mandates outlined in the regulation. This became even more urgent following the Green SM car accident that stalled at the East Bekasi railway crossing, which publicly highlighted weaknesses in its driver development and

training system. The incident became a turning point, forcing Green SM to stop neglecting regulatory compliance. Concrete evidence of this alignment effort is seen in the company's collaboration with the Chief of the Indonesian National Police Traffic Corps (Kakorlantas Polri) to develop a more standardized retraining program and design an integrated traffic attitude record system. This collaboration is a positive first step, but Green SM still has a long way to go to ensure that all its driver training and development programs truly meet the standards set out in Minister of Transportation Regulation No. 85 of 2008. Without a strong commitment to fully comply with this regulation, Green SM risks not only facing administrative sanctions from the government but also being constantly haunted by the potential for accidents caused by poorly trained and poorly supervised drivers. Therefore, compliance with industry standards is not just a legal obligation, but a strategic imperative for the sustainability of Green SM's business in Indonesia.

4. CONCLUSION

This study concludes that:

- a. Strategic human resource procurement at Green SM is carried out on a large scale. This finding supports the warning from Brymer et al. (2024) that pipeline hiring without rigorous selection risks reducing human resource quality.
- b. The Green SM talent management system is still in its infancy. There are still gaps in career development programs and regular evaluations, which, according to Arifin et al. (2025), could increase the risk of turnover.
- c. The role of technology has not been optimally utilized for predictive talent analytics, in contrast to Wu et al.'s (2024) recommendations for modern electric vehicle systems.

5. STRATEGIC RECOMMENDATIONS

Based on the analysis above, the researcher formulated the following recommendations:

- a. Short Term: Evaluate the selection process by referring to the standards of the Minister of Transportation Regulation No. 85 of 2008; accelerate the integration of the traffic attitude record system.
- b. Medium Term: Develop a talent development framework with career paths to improve job satisfaction and retention, as suggested by Arifin et al. (2025).
- c. Long Term: Implement predictive talent analytics as recommended by Wu et al. (2024) to predict safety risks in real-time.

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