Green Human Resource: a New Perspective Green Recruitment, Employee Workplace Green Behavior and Green Training (Study Literature Review)

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Abstract: This literature research aims to help future authors determine human resource management research. Green human resources research articles: new perspectives on green recruitment, green workplace behavior, and green training are scientific literature articles within the scope of human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique uses literature studies or reviews relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and comes from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Green Recruitment affects Green Human Resources; 2) Employee Workplace Green Behavior affects Green Human Resources; and 3) Green Training affects Green Human Resources.

Keywords: Green Human Resources, Green Recruitment, Employee Workplace Green Behavior, Green Training

INTRODUCTION

In this modern era, there is an increased focus on environmental sustainability, especially in light of the green energy transition challenges faced by many countries, including Indonesia. Green human resources are key to creating a sustainable work environment and promoting environmentally friendly business practices. The concept of green HR covers various aspects, from recruitment to employee behavior in the workplace, as well as sustainability-focused training (Mahaputra & Saputra, 2021).

With the urgent need for manpower, companies or organizations need to increase manpower to be able to achieve green energy targets. In meeting the needs of the workforce, recruitment is required by companies or organizations involved in green energy. Such recruitment can be done by any company with certain conditions (Aliefiani Mulya Putri et al., 2022).

Green hiring is an important first step in building a green workforce. In this context, companies need to adjust their recruitment criteria to look for individuals who not only have technical skills, but also awareness and commitment to sustainability practices. Research by Mayangsari & Nawangsari, (2019) shows that companies that implement green recruitment tend to have better environmental performance. By identifying potential employees who have green values, companies can create a workplace culture that is more proactive in addressing environmental issues. This is also in line with the global trend where consumers are increasingly choosing products and services from socially and environmentally responsible companies.

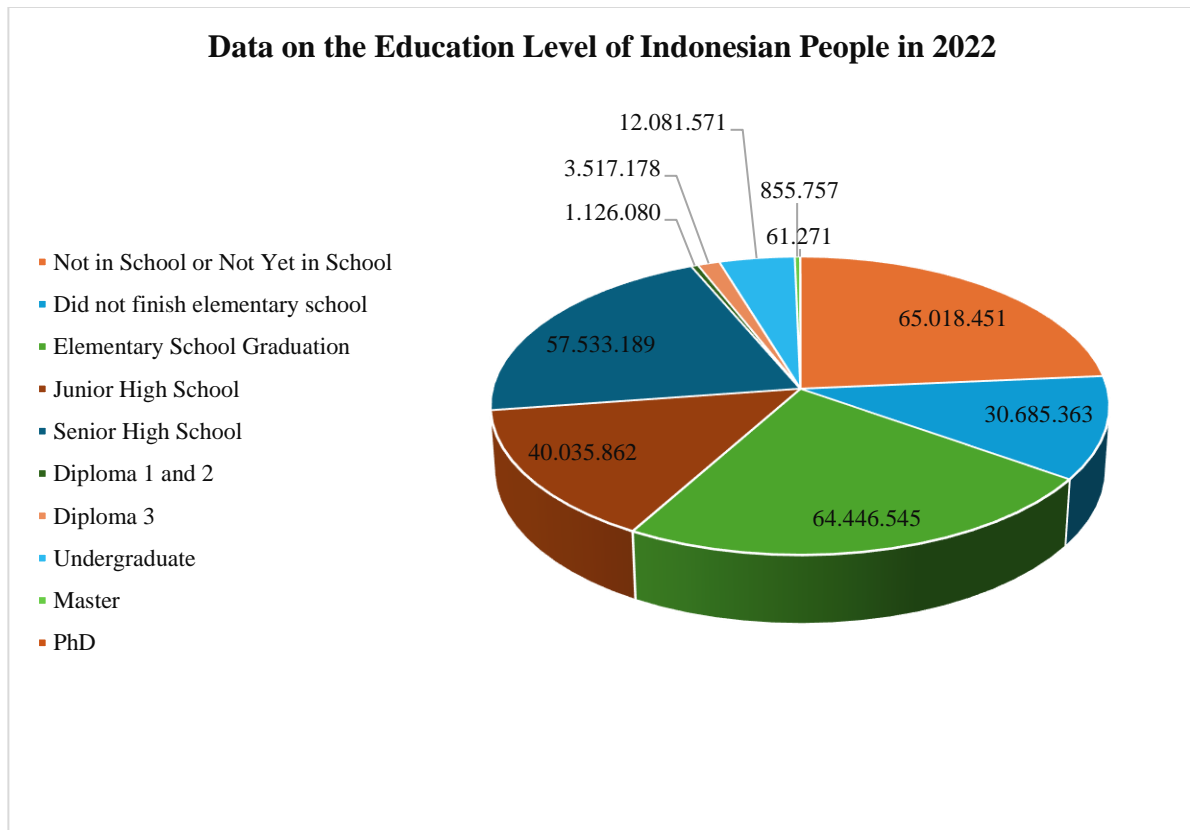**Data on the Education Level of Indonesian People in 2022**

Figure 1. Data on the Education Level of Indonesian People in 2022

To support the ever-changing global trends, green human resources must have relevant skills and education levels related to the work they do. Based on figure 1 above, it is known that most Indonesian people's education levels are at elementary and high school graduates. Meanwhile, according to research Fitria et al., (2024), that the higher a person's level of education, the better his or her standard of living and green knowledge and skills.

In addition, employee green behavior in the workplace is an important factor in implementing sustainability strategies. Employees who engage in green behavior not only help reduce the company's carbon footprint, but can also influence their peers to do the same. Menurut penelitian Susanto et al., (2023) Psychological factors such as social norms and intrinsic motivation play an important role in shaping green behavior. Therefore, it is important for companies to create an environment that supports green behavior through policies and programs that encourage employees to engage in green practices, such as reducing waste, using renewable energy, and encouraging sustainable mobility.

Green training is also an important element in green workforce development. Through structured training programs, employees can gain the knowledge and skills needed to implement sustainability practices in their work. In the Indonesian context, green HR is highly

relevant to the government's commitment to meet greenhouse gas emission reduction targets and transition to renewable energy. To achieve these targets, the government, private sector and educational institutions need to work together to create programs that support the development of environmentally friendly human resources. Thus, strengthening the capacity of green human resources will not only support sustainable economic growth, but also contribute to meeting Indonesia's international commitments on climate change.

In conclusion, green human resource development is an important step in meeting the challenges of Indonesia's green energy transition. Through proper recruitment, encouraging green behavior, and effective training, companies can create a workforce that is not only competent, but also committed to sustainability. With the support of all stakeholders, it is hoped that Indonesia can set an example in the implementation of sustainable and environmentally responsible green human resources.

Problem Formulation

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Does Green Recruitment affect Green Human Resources?; 2) Does Green Behavior in the Workplace affect Green Human Resources?; and 3) Does Green Training affect Green Human Resources?

METHOD

This research used a descriptive qualitative approach. This method was chosen because it allows researchers to understand the research concept of green human resources thoroughly, focusing on the context and meaning contained in the concept of green human resources. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the research and the characteristics of the subject under study, (Dewi, 2024), (Susanto, Arini, Marlita, et al., 2024)

The data used in this study comes from previous research related to green human resources. The researcher will analyze the existing literature to identify patterns and trends in the concept of green human capital. By using previous research and other references, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the concept of green human capital, (Susanto, Arini, Yuntina, et al., 2024).

Data was collected through a literature review. The literature review is an important step in this research as it allows the researcher to identify and analyze various sources relevant to the topic at hand. The researcher will collect data from journal articles, books, and other relevant documents to gain insights on green human resources. The literature review also informs the researcher about the latest developments in this field and identifies research gaps that need to be filled, (Sugiyono, 2024).

This research uses data from a range of leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of green human resources from various perspectives, (Susanto, Arini, Marlita, et al., 2024).

RESULTS AND DISCUSSIONS

Results

The following are the research findings considering the context and problem formulation:

Green Human Resources

Green Human Resource Management (GHRM) refers to human resource management policies, practices and systems that promote environmental sustainability. The concept aims to

integrate green principles into HR functions such as recruitment, training, employee development and performance appraisal. Through GHRM, organisations encourage employees to perform their jobs with a view to reducing carbon footprints, energy efficiency and waste management. For example, companies may use digital technology to reduce paper use or offer incentives to employees who adopt green working practices (Wiyekti, 2021).

Indicators or dimensions contained in the Green Human Resources variable include: 1) Environmentally friendly policies: Implementation of policies based on environmental sustainability such as waste reduction and energy efficiency in HR operations; 2) Employee environmental awareness: Employees' understanding and awareness of the importance of protecting the environment in the workplace; 3) Green initiatives in HR operations: The use of digital technology to reduce the use of paper and other physical materials; 4) Green Work Culture: Implementing sustainability values that become an integral part of the organisation's culture; 5) Green Performance Evaluation: An employee performance evaluation system that includes contributions to environmental initiatives; and 6) Workplace Waste Management: Efforts to manage waste through the application of reduce, reuse, recycle principles (Ali et al., 2023).

The Green Human Resources variable is relevant to previous research conducted by: (Fitria et al., 2024), (Khadafi, 2024), (Hutomo et al., 2020), (Cooke et al., 2020), (Bombiak & Marciniuk-Kluska, 2018).

Green Recruitment

Green recruitment is a hiring process that emphasises environmental sustainability values, from the selection stage to the integration of new employees. This process seeks not only candidates with technical skills, but also those with a commitment to protecting the environment. In green recruitment, companies use a digital approach to reduce the use of physical documents and prioritise online interviews to reduce their carbon footprint. In addition, green recruitment involves promoting the company as a workplace that supports green initiatives to attract potential employees who are environmentally conscious (Mayangsari & Nawangsari, 2019).

Indicators or dimensions contained in the Green Recruitment variable include: 1) Digital Recruitment Process: Use of online technology to minimise the use of physical resources such as paper; 2) Emphasis on environmental values: Selecting candidates who are committed to environmental sustainability; 3) Promoting the Green Company: Projecting the company's image as an environmentally friendly organisation to attract suitable candidates; 4) Green recruitment criteria: Including green indicators in job descriptions and interviews, such as energy management or recycling; 5) Sustainable Recruitment Locations: Choosing interview locations that support sustainability, for example through online meetings; and 6) Green induction for new employees: Initial training that introduces green practices to the organisation (Sinaga & Nawangsari, 2019).

The Green Recruitment variable is relevant to previous research conducted by: (Anindyah & Nugroho, 2023), (Pham & Paillé, 2020), (Febrian, Lesmini, et al., 2023), (Susanto, Sawitri, Ali, et al., 2024), (Marrucci et al., 2021), (Pramudita & Gunawan, 2023).

Green Behavior in the Workplace

Green workplace behaviours refer to individual actions that support environmental sustainability in the course of daily tasks. These behaviours include using energy efficiently, reducing waste, recycling and using digital technology to minimise environmental impact. Green behaviour also includes employees working together to support environmental programmes such as tree planting, plastic reduction campaigns or participating in environmental awareness training. Organisations often promote this behaviour through clear

policies, training and incentives to encourage employees to contribute more actively (Hendarjanti et al., 2022).

Indicators or dimensions contained in the Green Behavior at Work variable include: 1) Reducing energy consumption: Employees actively turn off electronic devices when not in use; 2) Personal waste management: Individual recycling of office waste such as paper and plastic; 3) Resource Use Efficiency: Conserving office resources such as paper and ink; 4) Participation in green programmes: Employee involvement in activities such as greening, environmental campaigns or green CSR programmes; 5) Green Collaboration among Employees: Interaction and cooperation to support green initiatives in the workplace; and 6) Green Policy Compliance: Following the rules and guidelines set by the company to maintain environmental sustainability (Muhammaf Ikmal Rezal, Nurazwa, 2020).

Green Behavior Variables in the Workplace are relevant to previous research conducted by: (Sadek & Karkoulian, 2024), (Pinzone et al., 2019), (Lutfiana & Nur Endah Retno Wuryandari, 2020).

Green Training

Green training is the process of developing employees' skills and knowledge about environmental sustainability relevant to their work. This training includes materials on energy efficiency, waste management, carbon footprint reduction and environmentally friendly practices in business operations. For example, employees are trained to use energy-efficient equipment or to practice the 3Rs (reduce, reuse, recycle) in the workplace. Green training is often delivered through seminars, workshops or e-learning to reach more participants while reducing the environmental impact of traditional training. In addition to improving employees' skills, green training also builds individual awareness and responsibility for protecting the environment (Susanto, Soehaditama, & Benned, 2023).

Indicators or dimensions contained in the Green Training variable include: 1) Environmental training materials: Providing training that covers the concepts of energy efficiency, waste management and sustainability; 2) Use of green technology: Implementing online training methods to reduce the environmental impact of traditional training; 3) Green skills training: Developing employees' skills to support environmentally friendly operations, such as recycling or the use of alternative energy; 4) Environmental Impact Awareness: Improving employees' understanding of the impact of operational activities on the environment; 5) Evaluation of training effectiveness: Assessing the extent to which green training increases employees' contribution to the company's sustainability; and 6) Experienced facilitators in green issues: Using trainers with knowledge and experience in environmental management to deliver the material (AR, Muhammad Thamrin Saribanon et al., 2023).

The Green Training variable is relevant to previous research conducted by: (Sawitri et al., 2023), (Jumawan et al., 2023), (Aziz et al., 2021), (Susita, Parimita, et al., 2020).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Nurmann ah, 2024)	-Green Recruitment variable does not affect Green Human Resources -Green Training variables affect Green Human Resources	-This article has in common that it examines the Green Recruitment and Green Training variables in its	-The difference with previous research is that the Green Involvement variable is another

			independent variables, and examines the Green Human Resource Management variable in its dependent variable.	independent variable.
		-Green Engagement variables affect Green Human Capital		
2	(Febrian, Vitriani, et al., 2023)	-Environmentally Friendly Employee Behavior variables affect Green Human Resources

-Green Intellectual variables affect Green Human Resources

-Green Competitive Advantage variables affect Green Human Capital | -This article has in common that it examines the Green Employee Behavior variable in the independent variable, and examines the Green Human Resources variable in the dependent variable. | -The difference with previous research is that there are Green Intellectual variables and Green Competitive Advantage on other Independent variables. |
| 3 | (et al., 2022) | -Green Training variables affect Green Human Resources

-Green Supervision variable affects Green Human Resources

-Green Work Discipline variable affects Green Human Resources | -This article has in common that it examines the Green Training variable in the independent variable, and examines the Green Human Resources variable in the dependent variable. | -The difference with previous research is that there are Green Supervision and Green Work Discipline variables on other Independent variables. |

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and related previous research:

1. Effect of Green Recruitment on Green Human Resources

Green recruitment is one of the strategic steps in creating a green workforce that supports organizational sustainability. Digital recruitment processes that replace traditional methods with technology-based approaches significantly reduce paper and energy consumption. This supports the implementation of green policies in the workplace. By prioritizing digital technology in recruitment, companies demonstrate their commitment to reducing their carbon footprint, which then becomes part of a green work culture. In addition, this process encourages prospective employees to understand the importance of environmental practices from the earliest stages of their interaction with the company.

Emphasizing environmental values in hiring reinforces the organization's efforts to select individuals with a high level of environmental awareness. By incorporating these values into job descriptions and interviews, companies can attract talent that is not only competent but also has green initiatives. Employees with good environmental awareness are more likely to support the company's green policies, including workplace waste management and energy conservation. This creates a synergy between green recruitment and green human resource development.

Promoting the company as a green company also plays an important role in attracting candidates with similar values. Candidates attracted to organizations with a green reputation are more likely to support a green work culture and contribute to sustainability initiatives. This green reputation not only increases the attractiveness of the company but also creates a work

environment where green policies are a top priority. It also creates employee pride in the company, which encourages them to continue to contribute to green performance evaluations.

Green hiring criteria, such as assessing candidates' understanding of energy and waste management, help companies ensure that new hires not only have the technical skills, but also the ability to adapt to the company's sustainability vision. This green indicator-based assessment strengthens the link between green hiring and green workforce development. In addition, these indicators enable companies to more effectively monitor and evaluate employee contributions to green initiatives.

Sustainable recruitment practices, such as using virtual platforms or selecting interview locations that support sustainability principles, also influence the successful implementation of green policies in the workplace. This approach not only reduces costs and environmental impact, but also raises candidate awareness of the importance of resource efficiency. This practice is a direct reflection of the company's green work culture, which encourages employees to participate in green initiatives.

Green onboarding for new employees is an important step in integrating them into the company's green work culture. By providing initial training on environmental policies and practices, the company ensures that new employees understand and support the company's sustainability goals. This orientation also encourages individual initiatives to support the company's green programs, such as waste management and workplace energy conservation.

Overall, green hiring directly contributes to the creation of a green workforce that supports organizational sustainability. By prioritizing digital processes, environmental values, green business promotion, and green recruitment indicators, organizations create a work environment that supports green policies, employee environmental awareness, and a green work culture. Sustainable hiring sites and green onboarding further strengthen employee commitment to environmental initiatives, ensuring the long-term sustainability of the organization.

2. Effect of Green Behavior in the Workplace on Green Human Resources

Green behavior in the workplace plays an important role in shaping and strengthening green human resources, especially in organizations committed to environmental sustainability. One key aspect is efforts to reduce energy consumption in the workplace. Green employees tend to be more conscious of energy use, such as turning off electronic devices when not in use and using natural lighting. These behaviors not only support the company's green policy but also help create a green work culture that is collectively embraced by the entire organization.

Personal waste management by employees also contributes significantly to the success of green HR programs. By separating organic and non-organic waste, reducing the use of single-use plastics, or recycling materials used in the workplace, employees demonstrate their commitment to green initiatives. This waste management is a reflection of employees' high level of environmental awareness, which can further motivate companies to implement more comprehensive workplace waste management programs.

The efficient use of resources such as water, paper, and fuel is also an important indicator of green behavior. When employees consistently strive to use resources wisely, it not only reduces the company's operating costs but also supports green performance evaluations that include measuring each individual's contribution to the company's sustainability goals. With this efficiency, companies can ensure that existing resources are used optimally without harming the environment.

Participation in green programs, such as energy conservation campaigns, reforestation, or environmental awareness training, creates opportunities for employees to become active participants in the company's green initiatives. This participation not only increases individual environmental awareness but also creates a sense of togetherness in support of organizational goals. Such initiatives become an important tool to reinforce the green policies adopted by the

company while encouraging employees to continue to make tangible contributions to creating a green work culture.

Green collaboration among employees plays a key role in spreading environmental values throughout the organization. By working together on green programs, such as recycling projects or reducing a team's carbon footprint, employees can learn from each other and create a work environment that mutually supports sustainability. This collaboration builds a collective sense of environmental responsibility and reinforces a green work culture supported by cross-departmental initiatives.

Adherence to the company's green policy is the foundation of green behavior in the workplace. When employees consistently follow established green policies, such as avoiding unnecessary document printing or using green transportation, companies can ensure that the entire work system supports sustainability goals. This compliance also helps companies measure the effectiveness of green policies through regular green performance evaluations. Overall, green behavior in the workplace has a direct impact on the success of green human resources in the organization. Reduced energy consumption, personal waste management, efficient use of resources, participation in green programs, collaboration among employees, and compliance with green policies create a work environment that supports green policies. High employee environmental awareness, green initiatives, green work culture, green performance evaluation, and effective waste management are tangible results of consistent green behaviors. By integrating green behaviors into daily operations, organizations can ensure long-term sustainability while making a positive impact on the environment.

3. Effect of Green Training on Green Human Resources

Green training plays a strategic role in the development of green human resources within organizations. One of its key elements is environmental training materials designed to provide knowledge about global environmental issues and their impact on business operations. These materials help employees understand the importance of the company's green policies so that they are better equipped to support their implementation. With this knowledge, employees not only become more aware of the importance of sustainability, but are also encouraged to contribute to the organization's green initiatives.

Using green technology in training provides employees with practical insights into how to use green technology to support their work. For example, training on the use of energy-efficient equipment or digital waste management systems can improve operational efficiency while reducing environmental impact. This reinforces a green workplace culture where technology becomes a key tool in creating more sustainable work processes. In addition, green technology enables employees to support a more accurate assessment of green performance through data-driven measurement.

Green skills training focuses on developing employees' practical skills in implementing green practices in the workplace. For example, training on how to recycle office materials, reduce waste, or manage energy efficiently can greatly enhance green initiatives. These skills are not only relevant to individual tasks but also affect waste management in the workplace, creating a cleaner and more sustainable work environment. This type of training ensures that each individual can make a tangible contribution to the company's sustainability goals.

Environmental awareness is an important component of green training. By improving employees' understanding of the impact of their actions on the environment, organizations can build a deeper environmental awareness among employees. This awareness supports the implementation of green policies while encouraging the creation of a strong green work culture. When employees have a heightened awareness of their environmental impact, they are more likely to take personal initiative to reduce their environmental footprint, both at work and outside the office.

Evaluating training effectiveness ensures that green training programs are having the desired impact. This process includes assessing changes in employee behavior, improvements in work efficiency, and reductions in overall environmental impact. It also provides valuable feedback for refining existing green policies. In addition, structured evaluations allow organizations to identify areas that need more attention in subsequent training sessions so that green initiatives can be continually improved.

Facilitators who understand green issues are a key element to the success of green training. With in-depth knowledge and practical expertise, facilitators can effectively deliver the material, inspire employees, and encourage constructive discussions about sustainability challenges and opportunities. This facilitator role also creates space for employees to adopt environmental values as an integral part of their work culture, supporting workplace waste management and ongoing green performance evaluation.

Overall, green training has a significant impact on green workforce development. By providing relevant materials, green technologies, practical skills, environmental awareness, structured evaluation, and competent facilitators, companies can ensure that employees not only understand the importance of sustainability, but are also able to apply it in their daily work. The end result is more effective green policies, increased employee environmental awareness, sustainable green initiatives, a strong green work culture, transparent green performance evaluations, and better workplace waste management. By investing in green training, companies can achieve sustainability goals while creating a long-term positive impact on the environment and the business.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous studies that are relevant to the discussion of this literature research:
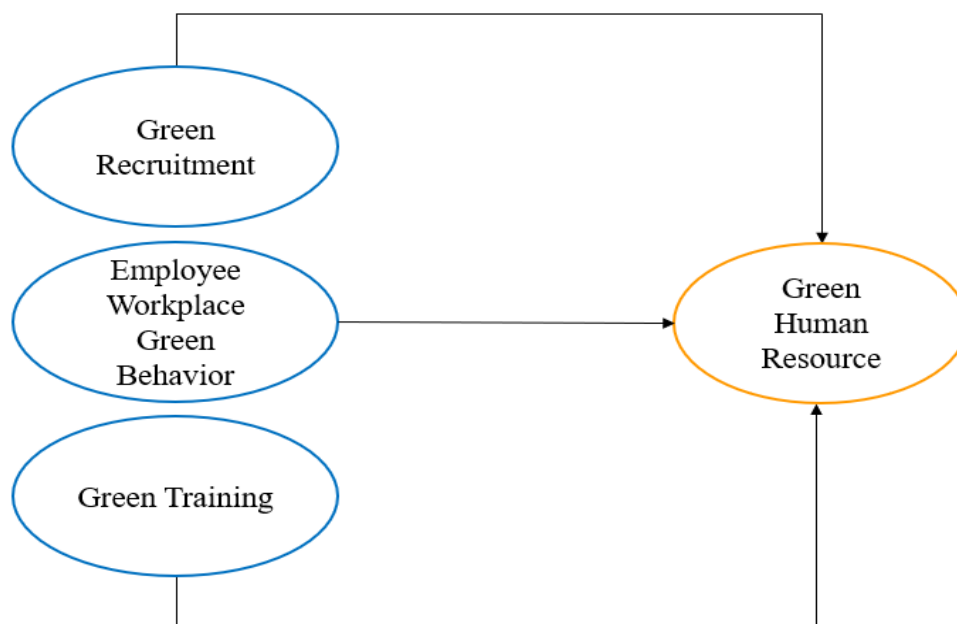

Figure 2. Conceptual Framework

Based on Figure 2 above, green recruitment, green behavior in the workplace and green training affect green human resources. However, in addition to the variables of green recruitment, green workplace behavior, and green training that influence green human resources, other variables influence, including:

1) Employee Commitment: (Zainal et al., 2019), (Widodo, 2021), (Susanto, Agusinta, & Setyawati, 2023), (Susanto, Sawitri, Ali, et al., 2023), (Susita, Ketut Sudiarditha, et al., 2020).
2) Technological Innovation: (Maulita, 2022), (Maulina, 2023), (Falih, 2023), (Wijaya & Simamora, 2022).
3) Work Environment: (Widodo, 2023), (Saputra et al., 2023), (Susanto, Simarmata, Febrian, et al., 2024).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are:
1) Green Recruitment affects Green Human Resources;
2) Green Behavior in the Workplace affects Green Human Resources; and
3) Green Training affects Green Human Resources.

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