

Green Human Resources Management to the Work Environment at Hotel Puri Jaya Central Jakarta

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ABSTRACT

Green Human Resource Management (GHRM) involves various hospitality industries that are closely related such as accommodation/lodging, restaurants, tour guides to maintain the environment and sustainability of a company. This study aims to see the implementation of GHRM that supports the work environment of the hospitality industry and to see the dimensions of GHRM in supporting environmental performance. The method used is quantitative research, using questionnaires distributed to 50 hotel employees. The study's findings indicate that the factors of green recruitment/selection and green training have a good and significant impact on the workplace, partially and concurrently. The implementation of GHRM needs to be done when recruiting prospective employees by providing information about having environmental management competencies. Employees must also receive training from the organization on how to create a green workplace that makes them feel safe and comfortable.

INTRODUCTION

The community's economy, as well as businesses in the tourism industry such as restaurants, lodging, family attractions, cultural tourist attractions, and hotels, will be significantly impacted by the tourism industry's rapid growth. Since long-distance travel is now highly feasible, hotels are crucial lodging options for the tourism industry. As a result, travelers require lodging services like hotels (Pham et al., 2019). Due to the growth of the hotel industry, entrepreneurs are now competing to offer travelers the best possible service. Guest satisfaction is greatly impacted by services like comfort and environmental friendliness (Siyambalapitiya et al., 2018).

Over the past few decades, environmental conservation has grown in importance. Environmental protection measures have been used by practically every business. Businesses that adopt green business practices, like Green Human Resource Management (GHRM), will save more money and turn a profit. Organizations can attain a green corporate culture and enhance business performance, particularly environmental performance, with the aid of green businesses like GHRM (Nawangarsi and Sutawidjaya, 2018).

Due to pressure from a variety of stakeholders, including the community, rival businesses, and governmental authorities, the workplace is progressively becoming more and more significant for organizations like the hospitality sector. Due to the booming tourism business, the hospitality sector is expanding quickly in developing nations. On the other hand, one of the industries that significantly contributes to environmental issues is the hospitality sector. Promoting the adoption of GHRM standards will benefit the company and its stakeholders due to the numerous environmental issues the hotel sector faces while implementing sustainable business practices.

The hotel's environmental outcomes from the environmental initiatives it takes to lessen adverse environmental consequences are referred to as the work environment. Organizations that have the proper personnel with the right skills and talents are the only ones that can integrate or apply the work environment effectively (Isrososiawan et al., 2021). By focusing on green hiring and selection, green training and development, green performance management and assessment, green payment and reward systems, and human resource improvement, GHRM practices are the best way to assist organizations in implementing work environment programs by creating green employees who can recognize and understand environmental issues in business activities (Dutta, 2012).

An eco-friendly workplace is something that Hotel Puri Jaya aims to establish in order to help preserve the planet. Many things are done, such as putting GHRM practices into practice, which include green hiring and selection, and green training, which includes energy-saving training, CSR (Corporate Sustainable Responsibility), the creation of green escape classes where staff members are invited to grow hydroponic plants, and more. However, the application or implementation that is carried out is not always carried out optimally. According to data collected from the HRD Hotel Puri Jaya between 2020 and 2022, some employees still believe that their department is not doing

enough to implement environmentally friendly practices. The HRD observation results at Hotel Puri Jaya revealed results that were still below the hotel's minimum requirement of 80%.

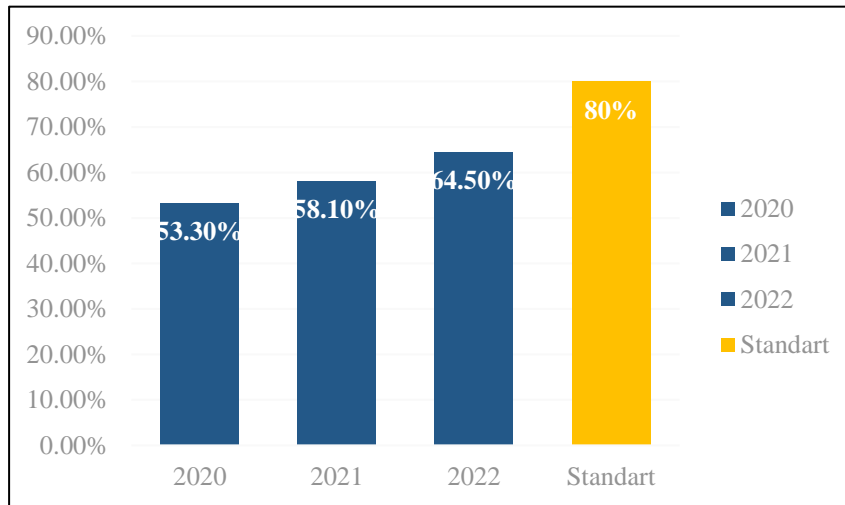


Figure 1. Employees who implement GHRM
 Source: Puri Jaya Hotel Data Jakarta, 2022

Based on the data above, GHRM has been implemented or carried out and has increased, but the desired results have not yet met the target to be achieved by Hotel Puri Jaya Jakarta which can be seen in the standard graph (80%).

Through the establishment of GHRM, it is also made clear that environmentally friendly training and development is a set of exercises that encourage staff members to become knowledgeable about environmental issues and learn how to safeguard the environment, both of which are essential for reaching environmental objectives. The following information relates to workers who have completed training:

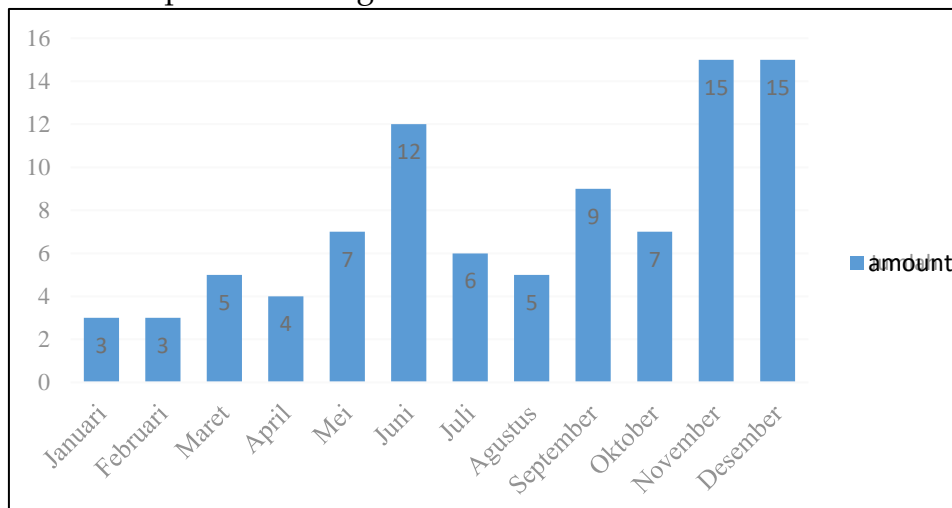


Figure 2. Number of Employees Who Have Undertaken Training in 2022
 at Puri Jaya Hotel (Source: Puri Jaya Hotel Data Jakarta, 2022)

The aforementioned image makes it clear that job training, also known as employee training, is a crucial procedure for producing qualified personnel who

can adhere to environmental protection regulations and take environmental concerns seriously. Of course, it will have a positive impact on the company's work environment if it has competent workers. In addition, for employees who have good employee work, it can be a positive value in itself in the application of employee work environment assessments.

Human resource management control to create GHRM is a novelty from previous research. This study wants to provide knowledge about environmental sustainability to employees of Hotel Puri Jaya and the community, where with this knowledge, employees of Hotel Puri Jaya and the community can love or care more about environmental sustainability.

LITERATURE REVIEW

Green Human Resource Management (GHRM)

According to Renwick et al. (2013), green human resource management (GHRM) is the HRM component of environmental management and is characterized by HRM practices that have a positive impact on the environment (Kramar, 2014). According to Renwick et al. (2013), GHRM practices can be divided into three primary activities: (1) building green employee capabilities, (2) inspiring green employees, and (3) offering green opportunities.

Green Human Resource Management (GHRM) Practices

Researchers (Amjad et al, 2021; Pinzone et al., 2016; Ehner et al, 2016; AnuSingh dan Shikha, 2015; Behrend et al., 2009) suggest several Green HRM practices, as follows:

- Through training and compensation, employees are incentivized to find ways to use fewer environmentally damaging chemicals in their products.
- Assisting staff members in finding ways to recycle materials for playgrounds for kids without access to wholesome playgrounds.
- By including equity, development, and well-being into the design of the company's HRM system, it will support the long-term viability and health of the internal (employee) and external communities.
- Using firm job sites for recruitment and personalizing through phone, online, and video interviews, which can reduce candidate travel requirements and affect paperwork reduction;
- Stressing long-term employment security to prevent disruption to employees, their families, and communities.
- To engage employees in the green agenda, organizations might offer eco-friendly office arrangements and lifestyle advantages, such as free bicycles, pollution-free vehicles for commuting to work, and carbon credit equalizers.
- Talented, accomplished, and seasoned workers are now concerned about the environment and constantly seek self-actualization in order to dedicate themselves to their profession. By adhering to green principles and practices, green HR may foster this dedication.

- Green initiatives can be used in performance reviews, training and development, and hiring with little to no use of paper and printed documents.
- Reducing the usage of printed documents, increasing recycling, adopting eco-friendly lunch bags and food products, and outlawing the use of plastics and bottled water at work are all ways that a company can foster a green workplace.
- Glowing light bulbs and other energy-saving green devices can be used in the workplace.
- Reducing company car trips, using public transportation for business travel, carpooling, offering interest-free loans for hybrid car purchases, and encouraging employees to walk or cycle to work are all ways that businesses can encourage their staff to modify how they commute and get around.
- To cut down on business travel, hold meetings and conferences online, over the phone, and via video conferencing whenever feasible.
- Using corporate email and portals via the intranet and internet, give employees the option to work from home or engage in telework.
- Wellness initiatives that emphasize physical activity, nutritious eating, and a healthy lifestyle can be planned for staff members, their families, and the general public. Environmental management is a crucial green objective that can be incorporated into the company's mission statement as a component of their social responsibility.
- To raise awareness of ecological issues, plan waste management and cleanliness campaigns for the workplace and the neighborhood.
- For additional energy savings, encourage staff members to switch off lights, laptops, and printers on the weekends and after work. Encourage staff members to turn off their computers and printers when they will be gone for a long.
- During meetings, at night, and on the weekends, turn off the office lights. When a restroom, conference room, library, etc. is not in use, turn off the lights.
- Work with IT to switch to laptops over desktops as Laptops consume up to 90% less power.
- Set air conditioning systems wisely.

Employers can lessen their employees' carbon footprint by implementing green HRM practices, such as electronic filing, car sharing, job sharing, teleconferencing, virtual interviews, recycling, telecommuting, online recruiting and training, and energy-efficient office space. These practices also increase efficiency, reduce costs, and improve employee engagement and retention.

Green Selection and Recruitment (GRS)

Researchers in the field are becoming more interested in the expanding GHRM approach known as "green selection and recruitment" (GRS) (Jepsen and Grob, 2015). According to Tang et al. (2018), GRS is the process of finding and

choosing applicants who are environmentally conscious and prepared to make a commitment to environmental performance.

Green hiring and selection practices are closely linked to employee motivation, which is one of the primary motivators since it can spur employee performance and is frequently linked to voluntary cooperation, which yields intangible benefits like the product's green image and the generation and sharing of knowledge (Pham and Paile, 2019). According to research, there is a larger chance of gaining a competitive edge through environmental activities the more engaged and committed employees are to environmental conservation. Individuals' pro-environmental attitudes and ideas can serve as a source of motivation for environmental protection (Fernandez and Del-Rio, 2020).

According to Jabbour & Jabbour (2016), companies have the ability to draw in and choose applicants who will be dedicated to environmental issues. According to Yusoff and Nejati et al. (2017), green hiring and selecting methods are considered to be a crucial part of green human resource management.

Green Selection and Recruitment (GRS) Indicators. Three forms of candidate green awareness in recruitment and selection are green awareness, green employer branding and green criteria for attracting candidates.

Green Training

Green training can be defined as “a process of on-the-job training and continuing education designed to achieve a company’s environmental management goals and objectives” (Daily and Huang, 2001). Green training is one of the most popular GHRM strategies in businesses and is seen as a crucial component of effective environmental implementation (Jabbour et al., 2010).

According to Jabbour et al. (2010), green training and development can also improve employee awareness, attitudes, knowledge and skills in supporting environmentally friendly programs in the workplace. In order to achieve environmental goals, green training and development refers to a set of activities that encourage staff members to become knowledgeable about environmental concerns and acquire skills for protecting the environment.

According to Opatha and Arulrajah (2014); Han and Clelland (2020), green training indicators are divided into several parts, namely:

- Developing employee skills and knowledge about environmental management through training.
- Providing best practices on environmentally friendly activities.
- Provide training to increase environmental awareness in each workforce (work department).
- Provide environmental education programs for employees.
- Provide training to employees so that they can make the workspace a green space.
- Implement job rotation to train managers in understanding the environment.
- Provide special training for greening activities for employees.
- Conduct a needs analysis to define the types of training needed for greening.
- Conduct analysis and identification of capable training needs.

Work Environment

Everything surrounding people in the workplace, both tangible and intangible, that affects them is referred to as the work environment (Suwondo and Sutanto, 2015).

The following are the Work Environment Indicators that Pratama (2016) suggested:

- Workplace environment
The environment in which people are working might have an impact on how the work is carried out. The workspace, amenities and tools, illumination, cleanliness, and peace of mind, as well as the interactions among coworkers, will all be part of this work environment.
- Relationship with coworkers
There are no conflicts or jealousies among coworkers, and the relationship is cordial. Coworker harmony is one element that may persuade workers to remain with a particular company.
- Relationship between subordinates and leaders
There is a positive and harmonious interaction between the leadership of the workplace and its employees. One significant element that might influence employee performance is a positive and cordial relationship with the company boss.
- Availability of work facilities
This indicates that the tools required to facilitate efficient work are complete and modern. Despite not being new, the provision of comprehensive work facilities is one of the procedures that enable working

H1: Green recruitment/selection has a positive and significant effect on the work environment.

H2: Green training has a positive and significant effect on the work environment.

H3: Green Recruitment/Selection, Green training simultaneously have a positive and significant effect on the work environment.

Based on previous research and the influence of variables from various studies, the following is a framework of thought presented as a basis for formulating the following hypothesis, which is outlined in the model in Figure 3.

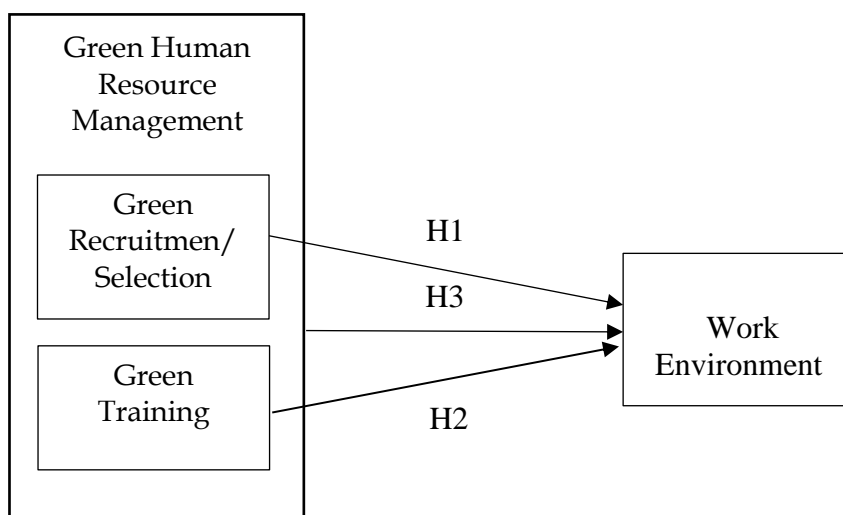


Figure 3. Conceptual Framework

METHODOLOGY

This research design uses a causal research design. Causal research, according to Sugiyono (2020), is a causal link involving independent variables. Green recruitment/selection (X_1) is the process of recruiting and selecting candidates who are sensitive to environmental issues and are willing to commit to environmental performance (Tang et al in 2018). Green training (X_2) is a human resource activity that aims to improve skills and motivate employees to understand environmental issues; the company holds this training with the purpose of protecting the environment and raising awareness of the importance of employees protecting the environment (Zoogah, 2016). The variable that is reliant on the The physical and non-physical surroundings that affect employees in the workplace are referred to as the work environment (Y) (Suwondo and Sutanto, 2015).

Data Analysis Method

Multiple Linear Regression Analysis

A linear relationship between two or more independent variables and the dependent variable is known as multiple linear regression analysis. Multiple linear regression model:

$$Y = a + b_1X_1 + b_2X_2 + e \dots \dots \dots (1)$$

Description:

Y = Work Environment

b_1, b_2 = coefficient

X_1 = Green recruitment/selection

X_2 = Green training

e = error

Data Quality Test

a. Validity Test

A questionnaire's validity is assessed using the validity test. If the questions on an instrument or questionnaire can provide information that will be measured by the questionnaire, then the instrument or questionnaire is considered legitimate (Ghozali, 2018:51).

The computed r value and the table r value are compared in order to perform the significance test. A correlation coefficient significance test is typically conducted at a significance level of 0.05 to ascertain whether or not an item is viable to use. If an item has a substantial correlation with the overall score, it is deemed legitimate. The item, question, or variable is deemed valid if the calculated r is greater than the table r and the value is positive. On the other hand, the item, query, or variable is deemed invalid if the calculated r is less than the table r.

b. Reliability Test

Reliability is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. Task complexity, obedience pressure, auditor knowledge, and audit judgment are the measuring tools that the author utilizes to assess reliability in this study using the Cronbach Alpha approach. The question or a construct or variable is deemed reliable if the

Cronbach Alpha coefficient is more than 0.70, according to the criterion for making decisions as outlined by Ghozali (2018:46). However, if the Cronbach Alpha coefficient is less than 0.70, the question is deemed untrustworthy.

Classical Assumption Test

a. Normality Test

The purpose of the normality test is to determine if the residuals or confounding variables in the regression model have a normal distribution. Statistical testing and graphical analysis are the two methods used to determine whether or not the residuals are normally distributed. (Ghozali, 2018:161)

b. Kolmogorov-Smirnov Test

The Kolmogorov-Smirnov Test on the model under test serves as the foundation for this test. To do the Kolmogorov-Smirnov test, a hypothesis is made:

Ho: If sig. 2-tailed $> \alpha + 0.05$, the residual data is regularly distributed.

Ha: If sig. 2-tailed $< \alpha + 0.05$, the residual data is not normally distributed.

c. Multicollinearity Test

To determine if the regression model detects a link between independent variables, the multicollinearity test is used. The variance inflation factor (VIF) or tolerance value can be used to test for multicollinearity. Since $VIF = 1/\text{Tolerance}$, a low tolerance value is equivalent to a high VIF number. A tolerance value ≤ 0.10 or equivalent to a VIF value ≥ 10 is the cutoff value typically used to denote multicollinearity. Multicollinearity is absent if the tolerance value is greater than 0.10 or the VIF value is less than 10 (Ghozali, 2018:107).

d. Heteroscedasticity Test

The purpose of the heteroscedasticity test is to ascertain whether the residuals of one observation differ in variance from those of another in the regression model. It is referred to as homoscedasticity if the variance between the residuals of one observation and another does not change, and heteroscedasticity if it does. Regression models with homoscedasticity or without heteroscedasticity are considered to be good (Ghozali, 2018:137).

Hypothesis Test

a. Determination Coefficient Test (R^2)

The determination coefficient test (R^2) tests the goodness-fit of the regression model using the determination coefficient, which attempts to quantify the degree to which the independent variables may partially or concurrently explain the variance of the dependent variable (Ghozali, 2018:179).

b. Simultaneous Influence Test (F Test)

To ascertain whether the independent factors jointly or jointly affect the dependent variable, the joint influence test is employed. This study's F statistical test used a significance or confidence level of 0.05. All independent factors concurrently have a significant impact on the dependent variable if the study's significance level is less than 0.05 or if the computed F is reported to be higher than the F table. (Ghozali, 2018:179).

c. Partial Test (t-Test)

The partial test (t-test) is used to determine the effect of each independent variable on the dependent variable. The partial test in this research data uses a significance level of 0.05 or 5% (Ghozali, 2018:179).

RESEARCH RESULT

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis model in this study are as follows:

$$Y = -0,030 + 0,629X_1 + 0,394X_2 + e$$

Description:

Y = Work Environment

b₁, b₂ = coefficient

X₁ = Green recruitment/selection

X₂ = Green training

e = error

The constant of -0.030 means that without green recruitment/selection and green training with the work environment is 0.030 units. If the green recruitment/selection variable increases by one unit, it will cause an increase of 0.629 in green recruitment/selection and an increase of 0.394 in green training.

Data Quality Test

a. Validity Test

The following table displays the findings of the Validity Test study.

Table 1. Validity Test Results

Variable	Item	r count	r table	Validity
<i>Green Recruitment/Selection</i> (X ₁)	X1.1	0,531	0.279	Valid
	X1.2	0,517	0.279	Valid
	X1.3	0,514	0.279	Valid
	X1.4	0,592	0.279	Valid
	X1.5	0,302	0.279	Valid
<i>Green Training</i> (X ₂)	X2.1	0,333	0.279	Valid
	X2.2	0,564	0.279	Valid
	X2.3	0,558	0.279	Valid
	X2.4	0,468	0.279	Valid
	X2.5	0,576	0.279	Valid
Work Environment (Y)	Y1	0,669	0.279	Valid
	Y2	0,516	0.279	Valid
	Y3	0,754	0.279	Valid
	Y4	0,536	0.279	Valid
	Y5	0,754	0.279	Valid

Source: Primary data processed, 2022

Based on the table above, it is known that the results of the validity test show that all the variables Green Recruitment/Selection, Green Training, work

environment are valid, the calculated r is greater than the table r and has a positive value.

b. Reliability Test

The table below displays the findings of the Reliability Test study as follows:

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Critical Limit	Reliability
1	Green Recruitment/Selection (X_1)	0,727	0,70	Reliabel
2	Green Training (X_2)	0,734	0,70	Reliabel
3	Work Environment (Y)	0,836	0,70	Reliabel

Source: Primary data processed, 2022

As can be seen from the above table, the reliability test results indicate that all Green Training and Green Recruitment/Selection variables are trustworthy or dependable when used as a variable measuring tool since Cronbach's alpha > 0.70..

Classical Assumption Test

a. Data Normality Test

The residual value's normality distribution is ascertained by performing the normality test. The normalcy test findings obtained by the researcher using Kolmogorov Smirnov are as follows.:

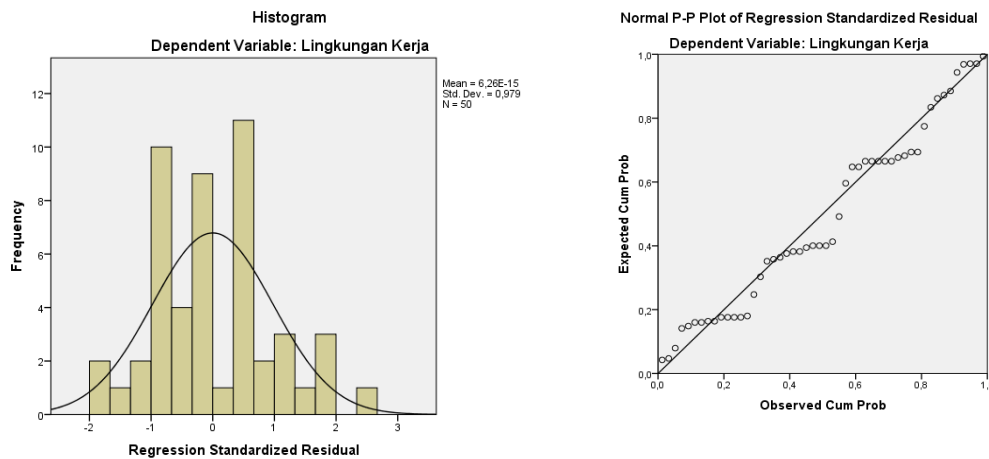


Figure 4. Normality Test
 Source: Primary data processed, 2022

The detailed normality values with the Kolmogorov Smirnov test are as follows:

Table 3. Results of Data Normality Test

Variable	Asymp Sig (2-tailed)	Normality
<i>Green Recruitment/Selection (X₁)</i>	0,169	Normal
<i>Green Training (X₂)</i>	0,011	Normal
Work Environment (Y)	0,013	Normal

Source: Primary data processed, 2022

As can be observed from the above table, all of the variables – green training, green recruitment/selection, and work environment – have an Asymp Sig value greater than 0.05, indicating that the data utilized in this study are normally distributed.

b. Linearity Test

The following table is derived from the data processing results by comparing the means of the independent and dependent variables:

Table 4. Linearity Test Results

No	Compare mean	Sign	Linearity
1	<i>Green Recruitment/Selection x work environment</i>	0,595	Linear
2	<i>Green Training x work environment</i>	0,197	Linear

Source: Primary data processed, 2022

Based on these provisions, the results of the calculation of both data have a p value > 0.05, so it can be concluded that all data has a linear relationship.

c. Heteroscedasticity Test

The table that follows shows the findings of the heteroscedasticity test:

Table 5. Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-,030	,299		-,099	,921
	Green Recruitment/Selection	,629	,387	,585	2,624	,111
	Green Training	,349	,399	,315	2,875	,386

Source: Primary data processed, 2022

Based on the output results in the table above, it can be seen that the p-value on the Green Recruitment/Selection variable (X₁) on the Work Environment > 0.05, namely 0.111. Meanwhile, the output results of the Green Training variable (X₂) on the Work Environment > 0.05, namely 0.386, it can be concluded that in the regression model of this study there is no heteroscedasticity problem.

D. Correlation Test

Both variables must be tested using the r test at a significance level of 0.05. The results of the correlation test of this study are as follows:

Table 6. Correlation Test Results

Correlation		Green Recruitment /Selection	Green Training	Work Environment
Green Recruitment/Selection	Pearson Correlation	1	,984**	,895**
	Sig. (2-tailed)		,000	,000
	N	50	50	50
Green Training	Pearson Correlation	,984**	1	,890**
	Sig. (2-tailed)	,000		,000
	N	50	50	50
Work Environment	Pearson Correlation	,895**	,890**	1
	Sig. (2-tailed)	,000	,000	
	N	50	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data processed, 2022

Based on the results of the correlation test above, the relationship between the Green Recruitment/Selection variable and the work environment shows a calculated r number of 0.895 and a significance level of 0.000 < 0.05, which means that the relationship between Green Recruitment/Selection (X1) and the work environment is very strongly and significantly correlated. In addition, the relationship between Green Training and the work environment shows a calculated r number of 0.890 and a significance level of 0.000 < 0.05, which means that the relationship between Green Training and the work environment is very strongly and significantly correlated.

e. Multicollinearity Test

The table below displays the findings of the multicollinearity test:

Table 7. Multicollinearity Test Results

Variable	Collenearity Statistics		Multicollinearity
	Tolerance	VIF	
Green Recruitment/Selection	0,032	31,020	Free
Green Training	0,032	31,020	Multicollinearity

Source: Primary data processed, 2022

Based on the table above, it can be seen that all variables, namely green recruitment/selection and green training, have a tolerance value > 0.10 and a VIF value < 10, so all variables are free from multicollinearity problems.

DISCUSSION

The Influence of Green Recruitment/Selection (X1) on the Work Environment (Y)

Based on the test results of the first hypothesis, it shows a positive and significant influence between Green Recruitment/Selection (X1) on the work environment (Y), thus Hypothesis One can be accepted. Green Recruitment is the process of producing a pool of candidates who have the potential and talents sought by the company, especially the potential and talent or knowledge in terms of implementing green management. This is also in accordance with research that reveals interesting facts, such as that conducted by Marrucci, et al. (2021) with the research title The contribution of green human resource management to the circular economy and performance of environmentally certified organizations, showing the results, that Green Human Resource Management (GHRM) positively affects all organizational performance.

The Influence of Green Training (X2) on the Work Environment (Y)

The second hypothesis is also accepted since the test findings demonstrate that Green Training (X2) has a positive and significant impact on the work environment (Y). A set of activities that encourage staff members to acquire environmental protection skills and pay attention to environmental issues – two things that are essential to reaching environmental goals – is referred to as environmentally friendly training and development. This supports study by Nawangsari and Sutawidjaya (2019) that found that GHRM practices with the following four characteristics have a good impact on sustainable business: green recruitment, green training, green performance appraisal, and green compensation and reward.

The Influence of Green Recruitment/Selection (X1) and Green Training (X2) on the Work Environment (Y)

The third hypothesis's test findings indicate that the variables Green Training (X2) and Green Recruitment/Selection (X1) have an impact on the work environment (Y) at the same time. The variables Green Recruitment/Selection and Green Training on the workplace are interconnected and relate to both environmentally friendly training and development, which refers to a set of activities that encourage employees to meet environmental goals, and recruitment and selection, which is used to choose environmentally conscious candidate employees. This is consistent with a study by Rumate (2022) titled Implementation of Green Human Resource Management to Improve Environmental Performance at The Apurva Kempinski Bali, which found that GRHM can enhance business performance when used in hiring and training.

CONCLUSIONS AND RECOMMENDATIONS

The work environment is positively and significantly impacted by green recruitment and selection, particularly when it comes to the indicator that employers use environmental knowledge in job ads (job criteria) that include aspects of the workplace to improve employee performance. The work environment benefits greatly from green training, particularly when it comes to

the indicator that businesses offer environmental education programs to their staff members so they can enhance their abilities, expertise, and comprehension of their assigned jobs. Green Recruitment/Selection, Green training simultaneously has a positive and significant effect on the work environment, especially on the indicator that the work atmosphere provides a sense of comfort and safety while working and the relationship between coworkers and superiors runs better.

Companies must recruit prospective employees who have environmental management competencies. To improve the work environment in the company, provide training to employees so that they can make a green concept workspace that is environmentally friendly and sustainable, has various benefits including savings in several parts, increased productivity, reduced stress and improved quality of life and increased job satisfaction. Companies must provide a sense of comfort and safety while working.

ADVANCED RESEARCH

This study's drawback is that it solely looks at the GHRM (green hiring and green training) factors related to the workplace. There is a need for additional research that has not been included in this study, such as GHRM from green action, wellness initiatives for employees, and green awards for employees.

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