Concept and Application of Green Human Resources: A Literature Review Study

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Abstract: The purpose of this literature research is expected to build hypotheses regarding the influence between variables which can later be used for further research in the scope of human resource management. The literature review research article on the concept and application of green human resources is a scientific literature article within the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research relevant to this research and sourced 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 plays a role in the application of green human resources; 2) Green training contributes to the implementation of green human resources; and 3) Green compensation contributes to the implementation of green human resources.

Keywords: Concept, Application, Green Human Resources

INTRODUCTION

Green human capital refers to individuals who have awareness and knowledge of environmental sustainability and contribute to environmentally friendly practices in an organisational context. The concept emerged in response to the global challenges posed by climate change, environmental degradation and the need to adopt more sustainable business practices. In this context, green human resources include not only employees involved in work directly related to the environment, but also all individuals in the organisation who are trained to understand and apply sustainability principles in their daily activities. According to a study

by Ali et al., (2023), organisations that implement green human resource strategies tend to perform better in terms of innovation and operational efficiency. In addition, as public awareness of environmental issues increases, companies that integrate sustainability values into their organisational culture are often more attractive to potential employees, especially millennials and Gen Z, who are more concerned about social and environmental issues. Green human resources also play an important role in building a positive image of the company in the eyes of society and stakeholders, which in turn can increase customer loyalty and competitiveness in the market. Thus, the development and implementation of green human resources is a key factor in achieving organisational sustainability goals and supporting the global sustainable development agenda.
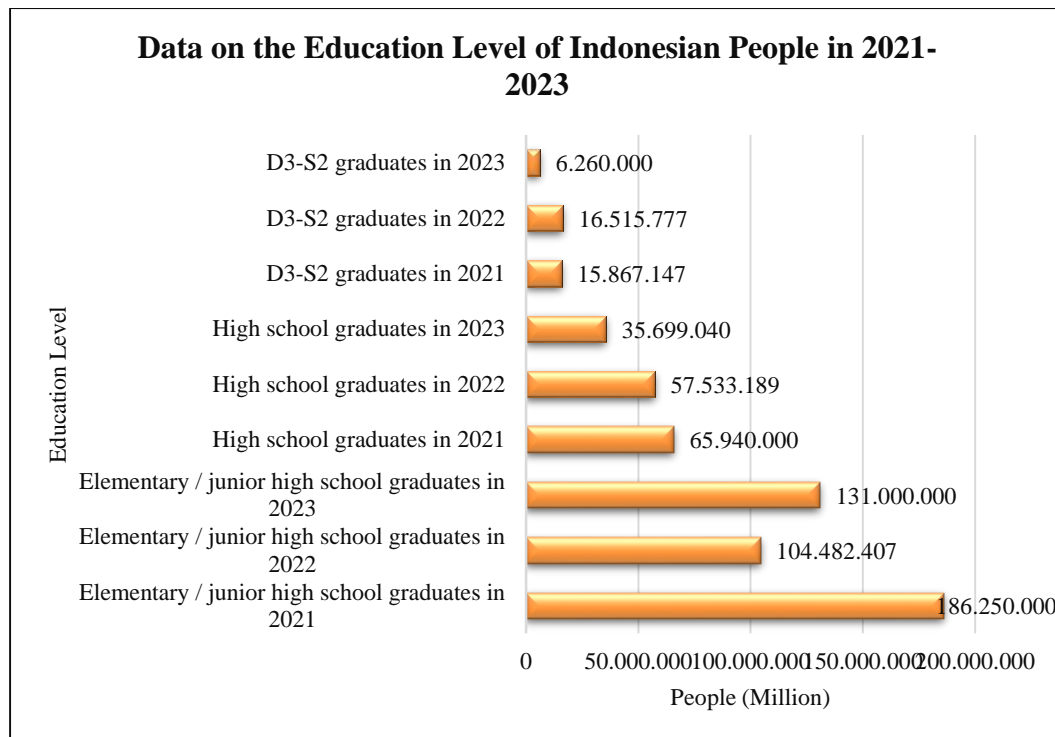
Source: bps.go.id
Figure 1. Data on the Education Level of Indonesian People in 2021-2023

In Indonesia, the implementation of green human resources faces several complex challenges. One of the main problems is the education level of the Indonesian people, which is still mostly at the high school and primary and secondary school levels. According to a survey conducted by the Central Bureau of Statistics (BPS) from 2021 to 2023, most Indonesians have an education level at the high school and elementary/junior high school levels. Where approximately 50% of the Indonesian population have high school graduates and the rest are followed by elementary / junior high school graduates and less than 5% of Indonesians who have diploma 3 to strata 2 education. This shows that there is still a lot of lack of support for Indonesia's Green HR, especially in supporting the current green industry. In addition, a work culture that tends to prioritize short-term results often hinders sustainability initiatives. Many companies focus only on achieving production and profit targets without considering the environmental impact of their operations.

In addition, government regulations and policies related to sustainability have not fully supported the development of green human resources. Although there have been several government initiatives to promote sustainable business practices, the implementation of these policies is often hampered by complicated bureaucracy and a lack of incentives for companies

committed to implementing sustainability principles. For example, programmes such as Corporate Social Responsibility (CSR) are often seen as a mere obligation rather than an integral part of a sustainable business strategy. This leads to a lack of support for sustainability-oriented human resource capacity building.

On the other hand, education and training challenges are also an obstacle to the development of green human resources. Many educational institutions in Indonesia have not integrated sustainability curricula into their study programmes, so graduates do not have adequate knowledge and skills to face environmental challenges in the workforce.

There are also challenges in terms of collaboration between the public and private sectors in promoting green human resource development. Many companies feel that sustainability initiatives are the sole responsibility of government, and therefore do not participate in sustainability programmes. In fact, collaboration between the two sectors is essential to create an ecosystem that supports the development of green human resources. For example, training programmes involving government, the private sector and civil society can help raise awareness and skills among employees to implement sustainability practices.

In this context, it is important for Indonesia to develop a comprehensive and integrated strategy to promote the development of green human capital. This includes raising awareness of the importance of sustainability among workers and management, strengthening regulations and policies that support sustainability practices, and improving the quality of sustainability education and training. In this way, Indonesia can harness the potential of green human resources as one of the pillars for achieving sustainable development goals.

Formulation of the problem

Based on the background of the problem in the aviation company, the problem formulation is determined, namely: 1) Does green recruitment play a role in the application of green human resources?; 2) Does green training play a role in the application of green human resources?; and 3) Does green compensation play a role in the application of green human resources.

METHOD

This research used a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand phenomena related to green human resources comprehensively. Descriptive qualitative data collection and analysis allows researchers to tailor the approach to the research needs and characteristics of the subject under study, (Ali et al., 2024), (P. C. Susanto, Yuntina, et al., 2024).

This research uses data from previous studies on green human resources. The researcher will analyze existing literature to identify patterns and trends relating to trust and purchasing decisions. By using previous research, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of green human capital (P. C. Susanto, Arini, et al., 2024).

Data was collected through a literature review. The literature review was an important component of this research. It allows the researcher to identify and analyze various sources related to the topic at hand. The researcher will collect data from relevant journal articles, books, and other documents to gain unquestionable insight into green human capital. The literature review also provides the researcher with the latest information on developments in this field and identifies research gaps that need to be filled.

This research utilizes data from the most reputable academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as the most reliable platforms, such as Publish or Perish and Google Scholar. These sources ensure that the data collected is valid and accountable. The

use of multiple sources allows researchers to gain a more comprehensive understanding of green human resources from various perspectives.

RESULTS AND DISCUSSION
Results
The following are the research findings by considering the context and problem formulation:

Green Human Resources Management
Green Human Resources Management (GHRM) is an approach to human resources management that integrates environmental sustainability practices throughout the management process. The concept includes efforts to minimise the negative impact of an organisation's operations on the environment through the development of environmentally friendly policies, energy efficiency and waste reduction. Green HR also emphasises the importance of environmental awareness among employees by encouraging pro-environmental behaviours such as recycling, energy conservation and carbon footprint reduction. In addition, organisations implementing Green HR often integrate sustainability goals into their business strategies, ensuring that environmental initiatives go hand in hand with business performance. Green HR not only focuses on sustainability, but also enhances a company's public image, increases employee loyalty and encourages continuous innovation (Fitria et al., 2024).

Dimensions or indicators that include Green Human Resources variables include: 1) Environmental policy: Developing policies that support sustainability goals, such as waste management and energy conservation policies; 2) Green communication: The provision of information to employees about environmental initiatives, either through training, internal campaigns or sustainability reports; 3) Employee environmental awareness: The level of employee understanding and commitment to green practices in the workplace; 4) Green Performance Evaluation: The assessment of employee performance based on their contribution to the organisation's sustainability goals; and 5) Green organisational culture: The integration of sustainability values into organisational culture to shape pro-environmental behaviour among employees (Dewi & Murwaningsari, 2024).

Green Human Resources variables are relevant to previous research that has been researched by: (Khadafi, 2024), (Mansyur et al., 2023), (Fitria et al., 2024), (Hutomo et al., 2020).

Green Recruitment
Green Recruitment is a recruitment process that supports the organisation's sustainability vision by seeking individuals who are committed to environmental values. This process involves the search, selection and placement of employees who have not only technical skills but also a high level of environmental awareness. Green recruitment often involves strategies such as the use of digital platforms to reduce paperwork, online interviews and a focus on candidates with experience in green projects. The aim is to ensure that the people recruited can contribute to the organisation's sustainability goals, both through their personal behaviour and in their professional roles (P. C. Susanto, Sawitri, & Suroso, 2023).

Dimensions or indicators that include Green Recruitment variables include: 1) Use of digital technology: Recruitment processes that use digital platforms to reduce paper consumption; 2) Green selection criteria: Assessment of candidates based on their commitment to sustainability values and experience in green projects; 3) Promotion of environmental values in job advertisements: Emphasising the organisation's green mission in job advertisements to attract environmentally minded candidates; 4) Green interview process: Interview questions that focus on candidates' values, attitudes and behaviours towards environmental issues; and 5) Green Diversity: Seeking candidates from diverse backgrounds to create a workforce with different perspectives on sustainability (Marsono et al., 2018).

Green Recruitment variables are relevant to previous research that has been researched by: (P. C. Susanto, Sawitri, & Susita, 2023), (Silitonga & Widodo, 2019), (Widodo, 2021), (P. C. Susanto, Rachman, et al., 2024).

Green Training

Green Training is a training programme designed to improve employees' understanding and skills in implementing green practices in the workplace (P. C. Susanto, Sawitri, et al., 2024). It includes the provision of materials on energy efficiency, waste management and the use of green technologies. Through Green Training, organisations can ensure that employees have the skills to support the company's environmental initiatives, such as reducing resource consumption and improving the sustainability of work processes. The programme also encourages innovation by motivating employees to identify opportunities to improve efficiency and reduce environmental impact (Widodo et al., 2019).

Dimensions or indicators that include Green Recruitment variables include: 1) Green training materials: Topics such as energy efficiency, waste management and the use of green technologies; 2) Use of virtual technology: Online or simulation-based training to reduce the need for travel or printed materials; 3) Focus on Green Innovation: Encouraging employees to develop creative solutions that support the organisation's sustainability; 4) Using environmental experts: Bring in experts to provide in-depth training on current environmental issues; and 5) Evaluate training effectiveness: Measuring the extent to which employees apply green knowledge and skills after training (Thamrin AR et al., 2022).

Green Recruitment variables are relevant to previous research that has been researched by: (Widodo, 2023b), (P. C. Susanto, Soehaditama, et al., 2023), (Widodo, 2023a), (Jumawan et al., 2023).

Green Compensation

Green Compensation is a reward system designed to encourage employee behaviour that supports the organisation's environmental sustainability goals. It includes both financial and non-financial incentives, such as bonuses for green initiatives, energy saving awards or green transport allowances. In addition, green rewards often involve recognition of individual or team performance on environmental projects. By rewarding green behaviour, organisations can promote a company-wide culture of sustainability, increase employee loyalty and support the organisation's reputation as an environmentally conscious entity (Prasada et al., 2020).

The dimensions or indicators that include the Compensation variable include: 1) Bonus for green initiatives: Financial rewards for employees who make significant contributions to sustainability, such as energy reduction projects; 2) Green Benefits: Incentives such as subsidies for public transport, bicycles or electric vehicles; 3) Non-financial recognition: Symbolic awards such as certificates or recognition at company events for green behaviour; 4) Eco-based appraisal system: Employee performance evaluations that include environmental contribution parameters such as resource savings; and 5) Green training incentives: Financial support for additional courses or training on environmental issues relevant to their work (Fakhri et al., 2020).

Compensation variables are relevant to previous research that has been researched by: (Setyawan et al., 2021), (Widodo, 2022), (Sembiring et al., 2019).

Previous Research

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

Table 1. Results of Relevant Previous Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Anindyah & Nugroho, 2023)	-Green Recruitment variables contribute to Green HR and Employee Performance in Telecommunication Companies in Surakarta -Green Training variables play a role in Green HR and Employee Performance at Telecommunication Companies in Surakarta	-This article has in common that it examines Green Recruitment and Green Training variables in its independent variables, and examines Green HR variables in its dependent variables.	-The difference with previous research is the object of research, which was conducted at Telecommunication Companies in Surakarta.
2	(Hendarjanti et al., 2022)	-Green Training variables contribute to Green Supply Chain Management and Green HRM in Oil Palm Farmers in Musi Banyuasin Regency, South Sumatra -Variable Environmental Behavior plays a role on Green Supply Chain Management and Green HRM in Oil Palm Farmers in Musi Banyuasin Regency, South Sumatera	-This article has in common that it examines green training variables in its independent variables, and examines Green HRM variables in its dependent variables.	-The difference with previous research is in the variable Environmental Behavior as another Independent variable.
3	(Djalil, 2022)	-Green Compensation variables play a role in Employee Performance and Greem HRM at PT LEN Industri Persero -Motivation variables play a role in Employee Performance and Green HRM at PT LEN Industri Persero	-This article has in common that it examines the Green Compensation variable in the independent variable, and examines the Green HRM variable in the dependent variable.	-Other differences with previous research are the object of research, which was conducted at PT LEN Industri Persero.

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:

The Role of Green Recruitment for Green Human Resources

Green recruitment plays an important role in supporting the implementation of Green Human Resources (HRG) by integrating sustainability principles into the recruitment process. One of the key elements of green recruitment is the use of digital technology to replace traditional processes, such as the use of paper, with digital-based systems. This practice not only reduces the organisation's carbon footprint, but also reflects a commitment to environmental policy. For example, online interviews and digital application platforms allow companies to reduce waste and energy consumption while creating efficient and environmentally friendly processes. This directly supports green HR by ensuring that every step of the recruitment process is aligned with the organisation's sustainability principles.

In addition, green selection criteria are an important dimension of green recruitment, where companies look for candidates with environmental awareness and experience. This includes assessing a candidate's involvement in sustainability projects, such as energy efficiency or waste management. This criterion reinforces the environmental awareness of the workforce, as the candidates selected usually already have an understanding of and commitment to green practices. By recruiting people who understand the importance of sustainability, companies can build teams that are proactive in supporting environmental policies.

Green recruitment also encourages the promotion of environmental values through recruitment materials and job advertisements. Companies emphasise their commitment to sustainability, which not only attracts candidates with similar visions, but also reinforces green communication both internally and externally. When green values are part of the recruitment process, potential employees are more likely to understand the company's environmental mission and are more likely to actively support the implementation of sustainability policies. In this way, promoting these values serves not only as a recruitment tool, but also as a communication strategy to raise environmental awareness in the workplace.

Another dimension of green recruitment is the green interview process, which is designed to assess a candidate's alignment with the organisation's sustainability mission. These interviews are not only conducted online to reduce carbon emissions, but also include in-depth questions about the candidate's experience and contribution to environmental issues. This process supports the implementation of environmental policies by ensuring that hires have skills and values that align with the organisation's vision. In addition, sustainability-focused interviews show candidates that the company is truly committed to green principles.

Finally, green diversity becomes an important element of green recruitment by prioritising a diversity of perspectives in the workforce. By recruiting people from different backgrounds, organisations can tap into innovative ideas to support sustainability. Diverse perspectives allow companies to develop environmental policies that are inclusive and relevant to different stakeholders. In addition, green diversity also improves green communication, as employees with different backgrounds can communicate sustainability messages more effectively to a wider audience.

Overall, green recruitment is an important strategy to support green HR by ensuring that each stage of recruitment supports environmental policies, green communication and environmental awareness. By using digital technologies, setting green selection criteria, promoting green values, conducting sustainability-based interviews and promoting green diversity, organisations can build a workforce committed to sustainability. This close relationship between recruitment processes and the implementation of green HR practices creates synergies that support the long-term achievement of an organisation's sustainability goals.

The Role of Green Training on Green Human Capital

Green training plays a strategic role in the development of green human resources (HRG) by ensuring that the workforce has the knowledge, skills and awareness to support environmental sustainability. An important aspect of green training is green training materials, which are designed to provide employees with information on sustainability practices such as waste management, energy efficiency and the wise use of resources. These materials also support the implementation of the company's environmental policy by making employees agents of change in implementing green initiatives. Training based on green materials not only improves employees' understanding of sustainability, but also helps them integrate these principles into their daily work.

In addition, the use of virtual technology in green training enhances the impact of green HR. Virtual-based training, such as webinars, online courses and digital simulations, reduces the use of physical resources such as paper and energy, and is therefore in line with environmental policies. Virtual technologies also enable organisations to reach more participants in an efficient and cost-effective manner. In this context, virtual technology also serves as a tool to strengthen green communication, as sustainability messages can be delivered more consistently and on a wider scale. As such, virtual technology is an essential tool to support effective green training.

In addition, green training provides a strong focus on green innovation to encourage employee creativity in creating solutions that support sustainability. These innovations may

include developing environmentally friendly products, improving work processes to reduce carbon footprints, or adopting energy-efficient technologies. By emphasising innovation, green training helps to raise employees' environmental awareness by encouraging them to think critically about how their work can have a positive impact on the environment. Green innovation also encourages employees to collaborate creatively, creating a proactive work culture that supports the company's sustainability goals.

Another important aspect of green training is the involvement of environmental experts as facilitators or mentors during the training process. Environmental experts provide an in-depth and experienced perspective on sustainability issues, enabling employees to better understand green practices. Expert involvement also helps to ensure that the training provided is relevant and in line with industry standards and the organisation's environmental policy. With expert guidance, employees can be more confident in adopting and implementing green strategies that meet their organisation's needs. This supports the development of green people who can make a significant contribution to achieving the organisation's sustainability vision.

Finally, effective green training should include a process for evaluating the effectiveness of the training. This evaluation measures the extent to which the training improves employees' environmental knowledge, skills and awareness. Evaluation tools such as surveys, skills tests and direct observation can be used to assess the impact of training on environmental policy, environmental communication and employee environmental awareness. Through evaluation, companies can identify strengths and weaknesses in the training programme and make improvements to increase its effectiveness in the future. The evaluation process also provides useful feedback for companies to continuously improve their approach to building Green HR.

Overall, green training plays a key role in creating a Green HR that is aligned with the organisation's sustainability goals. Through green training materials, the use of virtual technology, a focus on green innovation, the involvement of environmental experts and the evaluation of training effectiveness, companies can ensure that their employees are able to support environmental policies, strengthen green communication and increase environmental awareness. This close relationship between green training and green workforce development provides a strong foundation for companies to achieve their overall sustainability vision.

The Effect of Green Compensation on Green Human Capital

Green compensation plays an important role in supporting the development of green human resources (HRG) by encouraging employee behaviour and contributions that are in line with sustainability principles. One form of green compensation is a green initiative bonus, which is given to employees who actively contribute to the company's environmental programmes or projects. This bonus not only rewards employees' efforts, but also reinforces the organisation's environmental policy. By providing financial incentives for green initiatives, companies show that they are serious about supporting sustainability measures and encourage other employees to participate in such efforts.

In addition to bonuses, green benefits are another important component of green compensation. These benefits include programmes such as green transport subsidies, financial support for the purchase of energy-efficient equipment or remote working facilities that reduce carbon emissions. Providing green benefits not only helps employees adopt more sustainable lifestyles, but also raises environmental awareness among the workforce. By experiencing the direct benefits of a company's green policies, employees will be more motivated to support and implement sustainability initiatives both at work and in their personal lives.

Non-financial recognition is also an important part of green rewards. This can take the form of public awards, certificates or the publication of employee success stories in the company's internal media. This type of recognition strengthens green communication by creating a positive narrative about an individual's contribution to sustainability. When employees feel valued for their efforts, they tend to be more engaged with the company's

environmental policies. Non-financial recognition also creates a work culture that values green initiatives, encouraging other employees to become actively involved.

In addition, an environment-based appraisal system is one of the strategic tools in green compensation. These systems integrate environmental criteria into employee performance evaluations, such as resource use efficiency or contribution to carbon footprint reduction. By including green elements in performance appraisals, companies focus employees' attention on the importance of environmental responsibility in their work. This helps to reinforce environmental policies as employees see sustainability as an integral part of their job performance. Environment-based assessments also provide clear feedback on areas for improvement, supporting better green workforce development.

Finally, green training incentives play a role in encouraging employee participation in sustainability training programmes. These incentives can take the form of free access to specialised training, additional learning time, or better career opportunities upon completion of green training. These incentives not only increase the environmental awareness of the workforce, but also strengthen green communication, as trained employees can pass on green practices to their colleagues. By providing incentives that encourage continuous learning, companies ensure that their workforce continues to grow in support of the organisation's sustainability vision.

Overall, green rewards are an effective tool for developing green people who are able to support environmental policies, strengthen green communication and raise environmental awareness. Through bonuses for green initiatives, green benefits, non-financial recognition, green-based appraisal systems and green training incentives, companies not only motivate employees but also create a sustainable work culture. This close link between green reward and green workforce development is the foundation for companies to achieve long-term sustainability goals.

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:
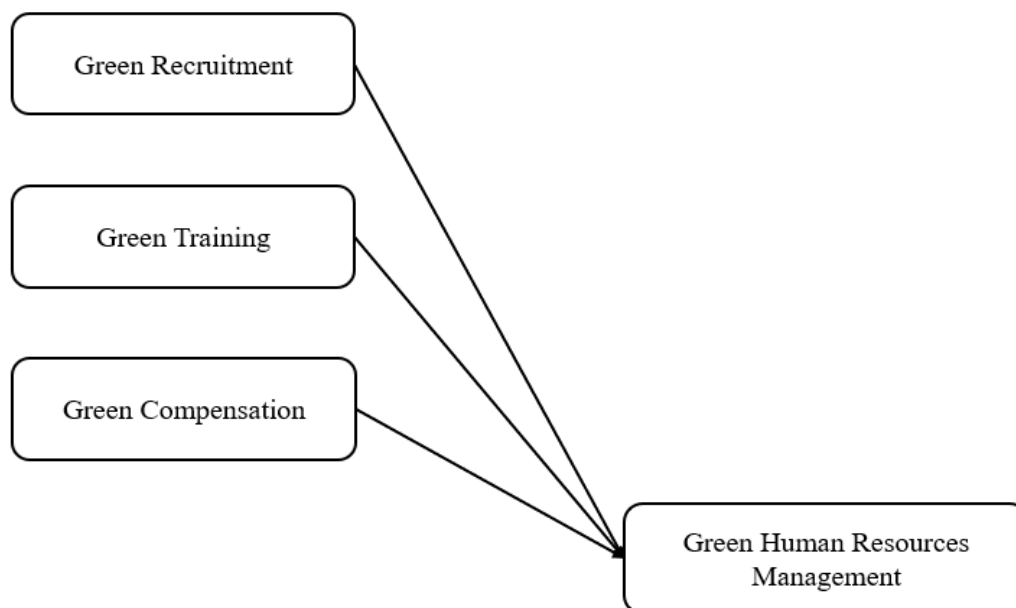

Figure 2. Conceptual Framework

Based on Figure 2 above, green recruitment, green training and green compensation play a role in green human resources. However, in addition to green recruitment, green training and green compensation, there are other variables that influence green human resources, including:

1. Green Motivation: (Junsheng et al., 2020), (Liu & Liu, 2023), (A. Susanto, 2023), (Bibi, 2020).
2. Green Leadership Style: (Faraz et al., 2021), (Tosun et al., 2022), (Fhadhilah & Setyaningrum, 2023), (Kemalasari & Wanasiri, 2023).
3. Green Communication: (Jamil et al., 2020), (Fang et al., 2024), (Crapa et al., 2024).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are:

1. Green recruitment plays a role in green human resources;
2. Green training plays a role in green human resources; and
3. Green compensation plays a role in green human resources.

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