



The Implementation of Green Human Resource Management (Green HRM) in the Context of Students: Fostering Environmental Awareness in Campus Human Resource Management

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ABSTRACT

This research aims to make a significant contribution both theoretically and practically by helping to internalize sustainability principles through human resource management in higher education institutions. This qualitative research is used in this scientific article by reviewing the literature derived from the results of related scientific articles, as well as from existing international journals with reliable sources. The results of these findings are presented and the final perspective of the researcher is given as the result of input and contribution from this article. Green HRM practices play an important role in encouraging pro-environmental behavior, both among employees and students. Integration between environmental education, green transformational leadership, and an organizational culture that supports sustainability can increase awareness and engagement in green initiatives. Although students' knowledge of the environment is quite high, there is a gap between awareness and real action. Psychological factors, such as green self-identity and a willingness to make sacrifices, play an important role in motivating pro-environmental behavior. Therefore, a more personalized and holistic approach to education is needed to overcome these obstacles.

ARTICLE INFO

Green HRM practices, students' pro-environmental behavior, environmental commitment

1. INTRODUCTION

The growing concerns over climate change and sustainability are pushing organizations to adopt more eco-friendly practices. Green HRM integrates human resource management policies with sustainability objectives. As key players in shaping future generations, educational institutions must take a proactive role in fostering environmental awareness among students. In the student context, Green HRM can be implemented through development programs, training, and engagement activities that align with environmental goals (Maluka, Mowela and Mabasa, 2024). Climate change and environmental degradation have become increasingly urgent global issues over the past few decades (Mandel and Lipovetsky, 2021). Recent developments in the study of Green HRM have highlighted its growing influence on organizational performance. As research in this area expands, it becomes clear that implementing environmentally conscious HR practices not only benefits the planet but also enhances overall efficiency, employee engagement, and long-term sustainability of organizations, this concept is now increasingly relevant across various institutions, including universities (Renwick *et al.*, 2016).

According to (Roscoe *et al.*, 2019) Green HRM practices can foster a green organizational culture and improve a company's environmental performance, higher education institutions, as key players in shaping future generations, have a significant responsibility in raising environmental awareness. A crucial aspect of this effort is the management of human resources on campus, including students. Green HRM practices as independent variable positively influence students' pro-environmental behavior as dependent variable. However, this relationship is mediated by environmental commitment as intervening variable, highlighting the importance of cultivating awareness and dedication toward sustainability issues (Fawehinmi *et al.*, 2020). However, there is still a gap in the literature on how Green HRM practices can be effectively implemented within the student context according to (Abbas *et al.*, 2022) Most Green HRM research has primarily focused on full-time employees, while students, as a potential human resource on campus, are often overlooked. One of the main challenges faced by universities in implementing Green HRM is the lack of integration between environmental policies and existing human resource management practices.

According to (Muhammad Ali and Nisar, 2023) The majority of Green HRM studies have concentrated on permanent employees, leaving students, who represent a significant potential human resource within campuses, largely neglected. To address this gap, the study proposes an integrated model for implementing Green HRM specifically tailored to the student context. The novelty of this research lies in the development of a framework that connects Green HRM practices with the formation of students' green professional identity, a concept introduced in this study (Ikonen, Luoma-Aho and Bowen, 2017). This research aims to make a significant contribution both theoretically and practically by helping to internalize sustainability principles through human resource management in higher education institutions.

2. LITERATURE REVIEW

Green HRM Practices on Students Pro-Environmental Behavior

The results of previous research derived from scientific articles are related to the variables in this scientific article, which according to (Dakhan *et al.*, 2020) The results of the research from Green HRM practices have a positive influence on employees' pro-environmental behavior, meanwhile, the environmental knowledge possessed by female employees acts as a mediator that strengthens these pro-environmental behaviors and mediates the relationship between recruitment and selection and pro-environmental behavior. Another study also states that the pro-environmental behavior of employees plays an important role in improving the performance of the hotel environment. In addition, it was shown that green human resource management practices indirectly contribute to environmental performance through green intellectual capital and pro-environmental behavior (Nisar *et al.*, 2021).

Another study in his research results stated that it contributes to the added value of human resource management (HRM) in environmental issues by showing new thinking about the intermediary mechanism that links HRM with sustainable employee behavior (Rubel, Kee and Rimi, 2021). According to (Ahmad *et al.*, 2023) Green transformational leadership ($\beta = 0.267$, $p < 0.01$), green performance management and compensation ($\beta = 0.412$, $p < 0.01$), and green training and engagement ($\beta = 0.226$, $p < 0.01$) have a significant positive relationship with green organizational culture. In addition, green social capital ($\beta = 0.206$, $p < 0.01$), Green values

($\beta = 0.460$, $p < 0.01$), and green organizational culture ($\beta = 0.143$, $p < 0.05$) also exert a significant influence on pro-environmental behavior in the workplace. This study did not find any effect of moderation of green values and GS on the relationship between green organizational culture and pro-environmental behavior. However, this study successfully identified the mediating effect of green organizational culture in the relationship between green recruitment, green training and engagement, green performance management and compensation, and green transformational leadership with pro-environmental behavior.

Green human resource management directly influences behaviors related to green tasks and voluntary behaviors perceived by prospective employees, and has an indirect influence through the mediation of psychological perceptions of the green climate (Ercantan and Eyupoglu, 2022; Yuliastuti *et al.*, 2024). Research from other studies also states that green human resource management has a positive impact on employee environmental awareness. In addition, it was also found that there was a partial mediating role of pro-environmental behavior (Ahmad, Ullah and Khan, 2022). Another study according to (Xie *et al.*, 2023) stated that green human resource management practices have a positive influence on employee job satisfaction, except in terms of green recruitment and selection, which plays a role in increasing pro-environmental activities among employees. In addition, the study also found that job satisfaction, with exceptions to green recruitment and selection, partially plays a mediator role in the relationship between green human resource management practices and pro-environmental behavior.

Green HRM Practices on Environmental Commitment

The results of the study related to the variable stated that the environmental commitment of employees plays a mediator in the relationship between green human resource management practices and environmentally friendly corporate social responsibility, in addition, the transformational leadership style also functions as a moderator in the relationship between green human resource management practices and employee environmental commitment in the hospitality sector (Iftikhar *et al.*, 2021). Another study also states that the green commitment shown by top management and green intellectual capital directly affects green human resource management as well as environmental performance in hotels (Haldorai, Kim and Garcia, 2022). Green training and development, performance management, and empowerment and participation are essential in encouraging pro-environmental IT behaviors. In addition, the mediating effect of pro-environmental IT behavior is proven to be significant on the impact of green training and development, performance management, and green empowerment and participation on environmental IT performance (Ojo, Tan and Alias, 2022).

Another study also states that the implementation of green human resource management practices positively improves environmental performance. The results of the study also show that GHRM practices affect both resource management and green organizational culture. In addition, this study reveals that both and have an important role in mediating the relationship between GHRM and environmental performance (Al-Alawneh, Othman and Zaid, 2024). The significant influence of green human resource management (GHRM) practices, such as training and development, performance appraisals, and rewards and compensation, on organizational sustainability (Amjad *et al.*, 2021). From the results of the literature study, it is stated that the role of human capital in implementing environmental management has become a field of Mature research, emerging a new topic known as green human resource management, examines studies

that analyze both the relationship between human resource management in general and environmental strategy as well as between green human resource management and environmental strategy (Molina-Azorin *et al.*, 2021).

Environmental Commitment on Students Pro-Environmental Behavior

The results of related studies stated that the psychological variable, green self-identity, had the strongest positive influence. In addition, willingness to make sacrifices, perceived behavioral control, subjective norms, and perception of impact are also significantly positively correlated with pro-environmental behavior, future decision-making models need to include these variables as important considerations (Hansmann *et al.*, 2020). Another study states that to achieve emission reduction targets, policies need to place more emphasis on educating and empowering citizens, as well as preparing them to play an active role in environmental efforts. This approach should offer personalized solutions to climate change, rather than simply conveying information about the causes and impacts to achieve emission reduction targets, policies need to place more emphasis on educating and empowering citizens, and preparing them to play an active role in environmental efforts. This approach should offer personalized solutions to climate change, rather than simply conveying information about its causes and impacts (Díaz *et al.*, 2020).

Another study stated Environmental awareness revealed that the majority of students have quite good knowledge and a deep understanding of environmental issues, results related to environmentally responsible behavior self-reported show that only a few students actually take pro-environmental actions (Handoyo, Astina and Mkumbachi, 2021). Another study of (Díaz Grijalva *et al.*, 2021) stated that environmental education that is applied comprehensively in schools has a significant impact, teaching needs to be improved by utilizing materials, institutional support, and learning resources aimed at shaping attitudes, skills, and environmental values in children. Another research result states that education programs on climate change need to include elements related to intergenerational obligations (Sarrasin, von Roten and Butera, 2022).

3. RESEARCH METHODS

This qualitative research is used in this scientific article by reviewing the literature derived from the results of related scientific articles, as well as from existing international journals with reliable sources. The results of these findings are presented and the final perspective of the researcher is given as input and contribution from this article.

4. ANALYSIS AND DISCUSSION

Analysis

Green HRM Practices on Students Pro-Environmental Behavior

The results of the study show that Green HRM practices are very important in encouraging pro-environmental behavior among employees. The integration of environmental education, green transformational leadership, and an organizational culture that supports green

initiatives can increase employee awareness and engagement in sustainability efforts, which in turn can benefit the environment and the organization as a whole.

Green HRM Practices on Environmental Commitment

The results of the literature review state that human capital in the application of environmental management has become a mature research field, with the emergence of new topics related to Green HRM. This study analyzes the relationship between human resource management in general and environmental strategies, including the relationship between Green HRM and environmental strategies (Molina-Azorin et al., 2021).

Environmental Commitment on Students Pro-Environmental Behavior

The results of this study show that psychological factors, especially green self-identity, play an important role in encouraging pro-environmental behavior in students. Green identity reflects the extent to which students associate themselves with environmental values, which ultimately influences their actions. In addition, a willingness to make sacrifices and subjective norms suggest that students who feel socially responsible are more likely to engage in pro-environmental behavior. Therefore, it is important for educational institutions to not only provide information, but also encourage individual identification and commitment to green values. Although students' knowledge of the environment is quite good, the gap between awareness and real action is a problem. This can be caused by various factors, such as a lack of social motivation or individual habits that have been formed. Therefore, a more holistic and personalized education program is needed to overcome this obstacle. Education that emphasizes more on empowerment and personalized solutions will be more effective in changing behavior, compared to an approach that is only informative.

In addition, environmental education applied in schools should focus on developing attitudes, skills, and values that support pro-environmental behavior from an early age. Educational institutions need to play a key role in creating a learning environment that supports the formation of sustainable behavior. It is also important to involve the intergenerational component, because awareness of environmental responsibility is not only limited to the current generation, but also concerns the future.

Discussion

This discussion highlighted the importance of Green HRM (green human resource management) practices in encouraging pro-environmental behavior, both among employees and students. These practices include the integration of environmental education, green leadership, and organizational culture that supports sustainability initiatives. Not only does this increase employee engagement in environmental efforts, but it also provides long-term benefits to the organization. Research also shows that green self-identity, or the extent to which a person associates himself or herself with environmental values, plays an important role in influencing pro-environmental behavior. In college students, even though they have sufficient knowledge about environmental issues, there is still a gap between awareness and real action. Therefore, a

more comprehensive, personalized, and solution-based approach to education is needed to motivate real action.

Furthermore, environmental education from an early age in schools is important to form pro-environmental attitudes and skills. Educational institutions must support sustainable learning and emphasize the importance of cross-generational responsibility for environmental sustainability.

5. CONCLUSION AND SUGGESTION

Conclusion

From the discussion above, it can be concluded that Green HRM practices have an important role in encouraging pro-environmental behavior, both among employees and students. Integration between environmental education, green transformational leadership, and an organizational culture that supports sustainability can increase awareness and engagement in green initiatives. Although students' knowledge of the environment is quite high, there is a gap between awareness and real action. Psychological factors, such as green self-identity and a willingness to make sacrifices, play an important role in motivating pro-environmental behavior. Therefore, a more personalized and holistic approach to education is needed to overcome these obstacles.

Suggestion

Educational institutions need to strengthen environmental programs with a more holistic approach, not only providing information, but also encouraging individual empowerment and the development of green identities among students. Companies are also advised to adopt Green HRM practices, such as green training and transformational leadership, to build a culture that supports sustainability. In addition, environmental policies must include intergenerational elements, so that environmental responsibility is understood as a long-term commitment, not only for the present but also for future generations. Further research is needed to address the gap between awareness and real action in pro-environmental behavior.

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