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Exploring Green Human Resource Management: Environmental Performance Review with Eco-Friendly Behavior and Environmental Knowledge

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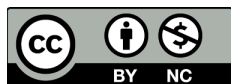
A B S T R A C T

This study aiming for exploring Green Human Resource Management with eco-friendly behavior and environmental knowledge with objectives on environmental performance. This analysis uses a literature review analysis of around 30 literatures from 2019 to 2024. Based on the discussion above, environmental performance analysis indicators can be taken, namely reducing energy consumption, reducing water consumption and biodiversity conversation. Then the GHRM Analysis indicators are environmental training, green involvement, and environmentally responsible social actions. Eco-Friendly Behavior Analysis indicators, namely reduce, reduce, recycle. Finally, environmental knowledge analysis contains several indicators, namely knowledge of the causes of environmental problems, knowledge of the impacts of environmental problems, knowledge of predicted future environmental issues and knowledge of solutions to environmental problems.

1. INTRODUCTION

The modern era is currently presenting increasingly complex environmental challenges due to technological advances and excessive consumption patterns. Issues of climate change, pollution and loss of biodiversity are serious threats to the sustainability of ecosystems and the balance of nature. Excessive use of resources and unsustainable development have exacerbated environmental damage. Low public awareness of the negative impacts of their activities on the environment also contributes to worsening this situation [1].

Environmental issues are a pressing global concern and demand responsibility from various sectors, including educational institutions. Universities have a strategic role in fostering awareness and concern for the environment among the younger generation and becoming pioneers in sustainability

efforts. Sustainability efforts are intended to address global warming and the greenhouse effect as a response to increasingly widespread environmental damage. Steps taken include designing buildings with strategic plant layouts, which indicates increasing attention to the importance of environmentally conscious development. In addition, many the company also started apply draft business green (green business) and business circular, as well manage source Power man through method green human resource management.

Key main in run and realize culture friendly environment need involving source Power existing human beings, because source Power the human being who will determine success in reach objective friendly environment. The role of resources Power friendly human environment is very much needed For guard sustainability nature, thing the can done with method pay attention, understand, and consider aspects environment. Approach process management source Power human beings who focus on implementation practice friendly environment For support sustainability environment in operational company or organization known as Green Human Resource Management (GHRM).

GHRM is a new approach that integrates environmental principles into every aspect of human resource management. HR policies and practices are set to not only improve employee performance, but also to ensure that work processes support environmental sustainability. This involves the development, implementation, and maintenance of environmentally friendly systems with the aim of instilling ecological behavior and awareness in employees at all levels of the organization. So that the organization not only achieves economic goals but also contributes to environmental sustainability. According to Dessouky and Alquati [2] GHRM is a human resource management approach that aims to integrate environmentally friendly practices into the recruitment process, training, performance appraisals, and career development. With the implementation of GHRM, it is hoped that the organization can improve environmental performance through the use of human resources who care more about the environment.

Research conducted by [3–6] shows that GHRM has an effect on Environmental Performance or it can be said that GHRM plays an important role in improving Environmental Performance. GHRM which includes training activities, motivation, environmental-based compensation has been proven to reduce waste, save energy and water and increase operational efficiency which then contributes to the sustainability of the company which will encourage employee involvement in environmentally friendly behavior and facilitate a work culture that supports environmental conservation. Thus, employee environmental behavior becomes an important component in achieving sustainable environmental performance for the organization.

Different research results there is in study [7–9] which shows that GHRM does not have a significant effect on Environmental Performance. This is because the concept of GHRM is still relatively new for some employees and companies in Indonesia, so its implementation is not yet optimal. In addition, the adaptation of GHRM policies has not been a top priority in the company's strategic planning, considering the focus is still more dominant on conventional business objectives.

The importance of GHRM in supporting environmental sustainability can also be seen from how the practice influences eco-friendly behavior (Eco-friendly Behavior). Eco-friendly Behavior includes various actions, such as saving energy, reducing plastic use, and participating in recycling activities. GHRM influences employee Eco-friendly Behavior because of incentives from the company, including awards and recognition such as daily praise, which are considered to have a major impact on employee willingness and initiative in acting more environmentally friendly [5].

Research conducted by [3–5, 10, 11] shows that GHRM has an effect on Eco-friendly Behavior. According to Tirno [10] GHRM has a significant effect on employee Eco-friendly Behavior, both in the expected role (in-role) and additional roles (extra-role). GHRM encourages Eco-friendly Behavior by increasing pro-ecological climate and green empowerment which directs employees to care more about the environment.

The application of GHRM in various activities such as recruitment, training, and work management, employees are more likely to have environmental awareness and skills that contribute to eco-friendly behavior in the organization such as energy savings, waste reduction, and water conservation.

Different results were found in Wahyuni and Waskito's research [12] shows that GHRM does not have a significant influence on eco-friendliness due to a lack of incentives, less than optimal implementation of GHRM so that it is not strong enough to form strong environmental habits or culture, limited awareness, and active participation of each individual in the organization.

Environmental Knowledge is one way to overcome the challenges of environmental issues. Environmental Knowledge is an important factor that can influence environmentally friendly behavior which will then improve environmental performance. Environmental Knowledge enables individuals to understand the importance of preserving the environment and encourages them to act responsibly towards the environment.

Research conducted by [13] that Environmental Knowledge influential towards Eco-friendly Behavior. Environmental knowledge increases individual understanding of the relationship between humans and the environment, including the impact of human activities on ecosystems and solutions to reduce these negative impacts. This understanding encourages individuals to care more and behave in an environmentally friendly manner.

Different results were found in studies [10, 14, 15] show that Environmental Knowledge No influential towards Eco-friendly Behavior. According to [14], it was found that even though environmental knowledge is high, its influence on environmentally friendly behavior is not significant. This is thought to be because respondents already have a fairly high environmental awareness, so that additional environmental knowledge does not provide major changes to their behavior.

Research conducted by [16] shows that GHRM has a positive and significant influence on Environmental Knowledge. Environmental knowledge develops through the process of job recruitment with environmental values, green training, and reward systems and work management that support sustainability. When individuals have high environmental knowledge, they are more likely to behave in an environmentally friendly manner, such as saving energy, reducing paper use, and supporting other green initiatives.

Eco-friendly Behavior in GHRM supports the improvement of green environmental performance and competitive advantage of an organization because every action taken by employees will provide an increase in Environmental Performance, so that Eco-friendly Behavior can be used as an important mediation between the implementation of GHRM and the improvement of Environmental Performance.

Eco-friendly Behavior has a direct contribution to improving the environmental performance of the organization. This action builds employee awareness and commitment to the implementation of a positive environmental system, which ultimately has an impact on improving environmental performance. By integrating employee environmentally friendly behavior, the relationship between GHRM and environmental performance is strengthened, especially in the context of the education sector [4]. Research conducted [3, 4] show that Eco-friendly Behavior mediate GHRM's relationship to Environmental Performance, whereas study [5] find the opposite thing behind that is Eco-friendly Behavior No mediate GHRM's relationship to Environmental Performance.

The results of observations conducted in the Faculty of Economics and Business showed that student behavior is not environmentally friendly. This conclusion is shown by their behavior which is not yet efficient in using energy such as leaving the room lights and air conditioners on even though they are not in use. In addition, they are also not used to throwing away garbage according to its type in the places provided.

Research on GHRM has developed in various sectors such as the tourism and hospitality industry [17] , technology and information [18] ,

health and housing Sick [19]. However, research in the education sector is still limited to universities. Therefore, to enrich the literature and develop research related to GHRM, the author is interested in conducting research studies in the education sector, especially universities.

University of Jember (UNEJ) is one of the universities in Indonesia that shows its commitment to environmental sustainability through its transformation into a green campus. As a campus that supports environmentally friendly practices, UNEJ implements various policies and programs that are oriented towards sustainability, such as waste management, energy efficiency, and greening in the campus area. This initiative not only has an impact on the surrounding environment, but also shapes the character of students who are more aware of the importance of preserving the environment.

UNEJ's commitment as a green campus is supported by various faculties and study programs, one of which is the Management Study Program of the Faculty of Economics and Business (FEB) of the University of Jember. This study program has a vision to become a superior and globally competitive study program in environmentally conscious management science at an international level. This vision reflects the seriousness of the study program in integrating management principles with environmental awareness, both locally and internationally. Thus, it is expected that graduates of the UNEJ Management Study Program will not only have strong managerial competencies, but will also be able to contribute significantly to environmental sustainability. This is encouraged by several student activities based on the environment such as:

1. BEM FEB UNEJ implements Eco-friendly Behavior during the PPKMB period by requiring all new students to bring their own drinking bottles.
2. SDGs Center UNEJ will hold a joint tree planting on November 29, 2023.
3. FEB UNEJ held a Healthy Environmental Management Training and Waste Management Program or Trash for Cash on March 11 and 12, 2022.
4. FEB UNEJ held a Waste Bank and Waste Management Training for Cleaning Staff and Students on October 9, 2021

5. The PKM-K FEB UNEJ team innovated SEKA products (polish products) from B3 waste.
6. On October 8, 2021, FEB UNEJ planted trees in the framework of its 57th Dies Natalis. The activity This aiming For realizing FEB UNEJ as a Green Campus.

Source : FEB University of Jember (2024)

The SIKUMBANG (clean, collect, and collect) program is one of the initiative Featured from Set Student Major Management (HMJM) which aims support management rubbish in a way sustainable. This program adopts the concept of a waste bank, where members can exchange plastic, paper, or cardboard waste that has been weighed per kilogram, then accumulated in the form of points. These points can be exchanged for cash as an incentive to encourage active participation. Although it has collaborated with the Faculty of Economics and Business (FEB) canteen, this program still faces challenges in the form of low member participation. According to interviews with HMJM administrators, so far SIKUMBANG still has 23 members, which is considered still low compared to the number of management students. The SIKUMBANG program reflects the real implementation of eco-friendly behavior by educating students about the importance of waste management and creating environmentally friendly habits. This program is expected to contribute to improving environmental performance by fostering better environmental awareness among students and partners. The success of this program can be strengthened through the implementation of GHRM such as waste management training, environmental awareness campaigns, and awards to active members. Thus, the SIKUMBANG program not only supports sustainability goals, but also strengthens the relevance between environmentally friendly behavior, environmental knowledge, and better environmental performance.

Based on the background and several phenomena that have been presented, research on the implementation of Green Human Resource Management at the University of Jember is interesting to conduct. Title selected research is Influence Green Human Resource Management towards Environmental Performance with Mediation Eco-friendly Behavior and Environmental Knowledge Student Management of FEB, University of Jember.

2. LITERATURE REVIEW

2.1 Environmental Performance

According to [20] Environmental Performance or performance environment is size or evaluation to efforts and results achieved by individuals, organizations, and company in manage impact activity they to environment. Environmental performance refers to the measurable results of an organization's efforts to manage and reduce its impact on the environment. This performance assessment includes how effectively the organization implements policies, practices, and their impact on the environment [21].

According to [22] Environmental Performance is a measure of an organization's effectiveness in managing and minimizing the impact of its activities on the environment. This concept involves the application of environmental management practices into the organization's operational activities to achieve more environmentally friendly results. Environmental Performance is also often associated with human resource practices, where training and development that focuses on environmental sustainability can contribute to improving an organization's environmental performance. Based on several opinions regarding the definition, it can be understood that Environmental Performance is a measure of an individual or organization's effectiveness in managing and reducing the impact of its activities on the environment through the implementation of environmentally friendly policies and practices.

2.2 Green Human Resource Management

According to [23] GHRM is approach in management source Power human being who supports sustainability, preventing damage environment, and integrate values as well as practice friendly environment to in culture organization through optimization role employees. Green training is effective means For increase Green performance, because empowering employee with knowledge, attitudes, and skills that can help they identify problem environment and take more action appropriate in context Work [24].

GHRM (Green Human Resource Management) is practices management source Power humans who focus on aspects of environment, such as Green recruitment, Green training and participation, Green performance management and Green compensation. These practices aim to improve the economic, social and environmental performance of the organization [25]. Based on several opinions regarding the definition, it can be understood that Green Human Resource Management is an HR management approach that integrates environmentally friendly practices, such as environmentally-based recruitment, training, evaluation and compensation, to support sustainability, prevent environmental damage and improve the organization's economic, social and ecological performance.

2.3 Environmental Knowledge

Environmental Knowledge is an individual's awareness of environmental issues as well as general knowledge of facts, concepts and relationships related to the natural environment and its primary ecosystems [26]. According to [10] Environmental Knowledge is defined as an individual's awareness of knowledge about environmental conditions, climate change, and the ecological impacts resulting from their consumption and production. Environmental Knowledge is knowledge and awareness of environmental problems and their solutions. This knowledge is obtained through education and other sources of information, such as print, electronic, and internet media, which are expected to increase individual environmental awareness to support environmentally friendly behavior [14] .

Based on several opinions regarding the definition, it can be understood that Environmental Knowledge is an individual's understanding and awareness of environmental issues, including environmental conditions, climate change, ecological impacts, and the solutions needed. This knowledge aims to encourage environmentally friendly behavior and is obtained through education and various sources of information such as print and electronic media.

2.4 Eco-Friendly Behavior

Eco-friendly Behavior refers to the actions and habits carried out individual For reduce impact negative to environment. This includes the use of environmentally friendly products, the reuse of goods and materials, and the saving of resources such as water, electricity, and paper [27]. Environmentally friendly behavior refers to actions or behaviors carried out intentionally by employees to have a positive impact on the environment by aiming to reduce the impact of human activities on the environment and encourage positive changes for environmental sustainability [28].

According to [29] Eco-friendly Behavior is defined as human behavior that aims to minimize environmental damage in every activity such as reducing paper use, maximizing the use of solar energy, activating hibernation mode on computers and reducing the use of air conditioners by maximizing ventilation. Based on several opinions regarding the definition, it can be understood that Eco-friendly Behavior is a conscious action of individuals to reduce negative impacts on the environment through habits that support sustainability, such as saving resources, using environmentally friendly products, and minimizing waste.

3. METHOD

This study uses a systematic literature review approach to analyze the connection between Eco-Friendly Behavior ; Environmental Knowledge; Environmental Performance; Green Human Resources Management. According to [30] data sources are classified into 2 sources, namely primary and secondary data. This study uses secondary data based on literature. Search literature done through scientific databases such as Scopus, Web of Science, and Google Scholar, using keywords main: Eco-Friendly Behavior ; Environmental Knowledge; Environmental Performance; Green Human Resources Management. Selected studies cover study relevant with final publication between 2019 to 2024. Included literature fulfills inclusion criteria, namely research that has an empirical focus on the variables discussed and provides significant data to support theoretical analysis.

4. RESULTS AND DISCUSSION

4.1 Environmental Performance Analysis

The indicators in the Environmental Performance Analysis are explained in Figure 1 below.
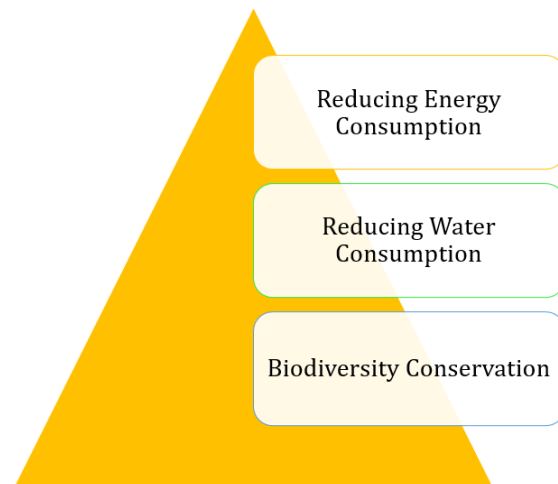

Fig. 1. Environmental Performance Analysis Sources: Processed Researcher (2025).

a. Reducing Energy Consumption
    Management students at FEB UNEJ can reduce energy consumption by adopting habits such as turning off electronic devices after use, including laptops and classroom lights. Additionally, they can utilize natural light while studying during the day and activate power-saving modes on electronic devices to minimize electricity consumption.

b. Reducing Water Consumption
    Students can demonstrate awareness of wise water usage by limiting the duration of water use when washing their hands. They should also prevent water leaks by ensuring faucets are tightly closed after use and repurposing water used for other needs, such as watering plants.

c. Biodiversity Conservation
    Students can participate in biodiversity conservation by joining campus greening activities, such as tree planting at FEB UNEJ, or supporting the green campus program by avoiding littering. They can also engage with environmental communities focused on flora and fauna conservation around the campus.

4.2 Green Human Resources Management Analysis

The indicators in the Environmental Performance Analysis are explained in Figure 2 below.
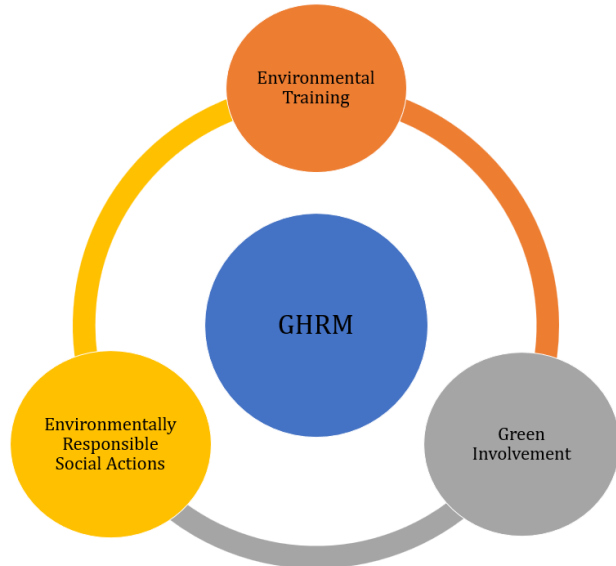

Fig. 2. GHRM Analysis
Sources: Processed Researcher (2025).

a. Environmental Training

Management students at FEB UNEJ can attend training sessions or seminars related to environmental awareness, such as waste management workshops or training on sustainable business practices. These activities can be organized by student organizations or lecturers to emphasize the importance of environmentally friendly business practices in the professional world.

b. Green Involvement

Student participation in environmentally focused activities can be seen in their involvement in programs such as waste banks managed by BEM or campus environmental communities. Active engagement in these initiatives can enhance students' awareness and commitment to environmental sustainability.

c. Environmentally Responsible Social Actions

Students can demonstrate social responsibility towards the environment by adopting habits such as carrying reusable tumblers to reduce single-use plastic consumption and initiating social movements like "No Plastic Day" on campus.

Additionally, they can educate peers and lecturers on the importance of environmental preservation in daily life, including advocating for digital materials in lectures to reduce paper usage and academic waste.

4.3 Eco-Friendly Behavior Analysis

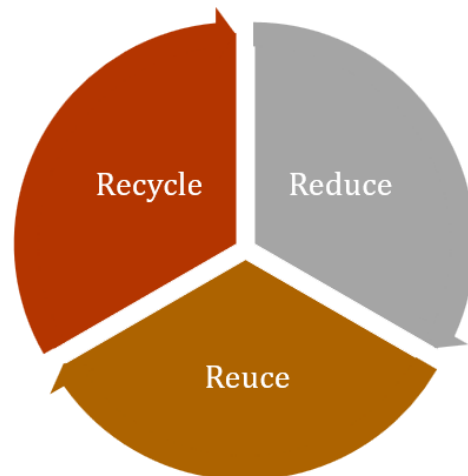The indicators in the EcoFriendly Behavior Analysis are explained in Figure 3 below.

Fig. 3. Eco-Friendly Behavior Analysis
Sources: Processed Researcher (2025).

a. Reduce

Students can apply the reduce principle by minimizing paper usage in academic activities, opting for digital notes, or using e-books as academic references. They can also reduce plastic consumption by bringing their own eating utensils when purchasing food at the campus cafeteria.

b. Reuse

The reuse principle can be implemented by repurposing items that are still usable, such as using refillable water bottles instead of buying single-use bottled water. Students can also reuse books or stationery from previous semesters to minimize unnecessary academic waste.

c. Recycle

Students can contribute to recycling by sorting organic and inorganic waste and repurposing plastic or paper waste into valuable products, such as pencil cases made from used bottles or bags from fabric scraps. Recycling programs can be expanded through campus organizations focused on sustainability.

4.4 Environmental Knowledge Analysis

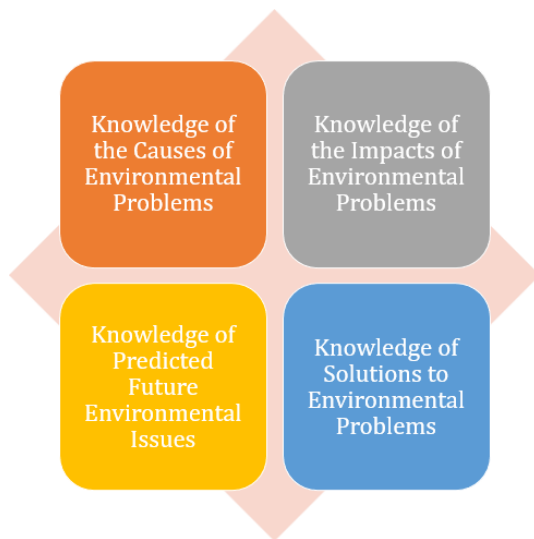The indicators in the Environmental Knowledge Analysis are explained in Figure 4 below.

Fig. 4. Environmental Knowledge Analysis
Sources: Processed Researcher (2025).

a. Knowledge of the Causes of Environmental Problems
Management students at FEB UNEJ can understand the primary causes of environmental problems, such as industrial pollution, deforestation, and excessive energy consumption. This knowledge can be acquired through relevant courses or academic discussions addressing the impact of business on the environment.

b. Knowledge of the Impacts of Environmental Problems
Students should understand the consequences of various environmental issues, such as climate change leading to extreme weather, depletion of natural resources, and economic effects such as rising raw material costs due to resource scarcity. This understanding can encourage them to use resources more wisely.

c. Knowledge of Predicted Future Environmental Issues

Through academic research and current news, students can anticipate future environmental threats, such as increased carbon emissions due to industrial growth or potential water shortages. With this insight, they can proactively support eco-friendly policies and innovations.

d. Knowledge of Solutions to Environmental Problems

Students can develop solutions to environmental issues by studying sustainable business concepts, implementing circular economy principles, and participating in research projects or innovations that promote sustainability. They can also advocate for greener campus policies, such as providing more segregated waste bins or introducing environmentally friendly transportation programs.

5. CONCLUSIONS

Based on the discussion above, environmental performance analysis indicators can be taken, namely reducing energy consumption, reducing water consumption and biodiversity conversation. Then the GHRM Analysis indicators are environmental training, green involvement, and environmentally responsible social actions. Eco-Friendly Behavior Analysis indicators, namely reduce, reduce, recycle. Finally, environmental knowledge analysis contains several indicators, namely knowledge of the causes of environmental problems, knowledge of the impacts of environmental problems, knowledge of predicted future environmental issues and knowledge of solutions to environmental problems.

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