



Realizing Sustainable Human Resources through Green Recruitment and Green Training for State Civil Apparatus

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Abstract. This research examines the implementation of Green Human Resource Management (GHRM) in the State Civil Apparatus (ASN) in Indonesia, with a special focus on green recruitment and green training practices. In the context of the increasing urgency of sustainable development, the role of ASN as an agent of change is crucial. This study aims analyze existing conditions, identify key success factors, and formulate policy recommendations related to the implementation of GHRM in ASN. Adopting a qualitative approach with secondary data analysis, this study utilizes various sources including policy documents, official reports, scientific publications, and mass media. The analysis was conducted using a theoretical framework that includes the Resource-Based View, Stakeholder Theory, Ability-Motivation-Opportunity Framework, and Institutional Theory. The results showed that implementation of GHRM in Indonesian ASN is still at an early stage with significant variations between agencies. There is a positive trend in the adoption of GHRM practices, especially post-2018, but systematic integration of environmental aspects in ASN HR management has not been fully realized. Green training has shown faster progress than green recruitment. Key challenges include the lack of national standardization for green competencies, limited integration of environmental aspects in performance management, and the absence of a comprehensive incentive system. The study concludes that GHRM significant potential support achievement of the Sustainable Development Goals (SDGs) and improve bureaucratic effectiveness in addressing environmental issues. Policy implications include the need for comprehensive policy reform, development of national standards for green competencies, and strengthening incentive system for environmentally friendly practices among ASNs.

Keywords: Green Human Resource Management, State Civil Apparatus, Sustainable Development Goals, Green Recruitment, Green Training.

1 Introduction

In a global era characterized by awareness of the importance of environmental sustainability, the public sector, especially the state civil apparatus (ASN), is required to play an active role in realizing sustainable development. One crucial aspect in this

effort is environmentally sound human resource management (HRM) or "green human resource management" (GHRM). The concept of GHRM emphasizes the importance of integrating sustainability principles into HR management practices, including green recruitment and green training.

Green recruitment refers to recruitment processes that consider environmental aspects, both in recruitment methods and in candidate selection criteria. Meanwhile, green training focuses on developing employees' competencies and environmental awareness through specially designed training programs. Both practices have significant potential in shaping human resources who are not only competent in administrative tasks, but also have sensitivity and commitment to environmental issues.

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In the Indonesian context, efforts to realize sustainable human resources in ASN are becoming increasingly urgent given the strategic role of government apparatus in implementing national development policies and programs. Law No. 5/2014 on the State Civil Apparatus has emphasized the importance of professionalism and performance in ASN management. However, aspects of environmental sustainability have not been explicitly integrated in the ASN competency development framework.

Various previous studies have shown the positive impact of GHRM implementation on organizational performance and environmental sustainability. For example, a study conducted by Renwick et al. [1] revealed that GHRM practices can improve resource use efficiency, reduce waste, and encourage environmentally friendly innovation.

However, the implementation of green recruitment and green training in the public sector, especially among Indonesian ASNs, is still relatively limited and has not been widely explored. Some of the challenges faced include limited understanding and awareness of the importance of environmental aspects in HR management in the public sector, lack of clear frameworks and guidelines for integrating environmental aspects into the ASN recruitment and training process, resistance to change and reluctance to adopt new practices in HR management, as well as limited resources and budgets to comprehensively implement green recruitment and green training programs.

Given the urgency and complexity of the problem, this research aims to analyze the existing conditions of ASN recruitment and training practices in Indonesia from the perspective of environmental sustainability, identify key factors that influence the successful implementation of green recruitment and green training in ASN, develop a conceptual model for integrating environmental aspects into the ASN recruitment and

training process and also formulate policy recommendations and implementation strategies for green recruitment and green training that are adaptive to the Indonesian bureaucratic context.

This research adopts a mixed-method approach, combining quantitative and qualitative analysis to gain a comprehensive understanding of the phenomenon under study. Primary data will be collected through a survey of HR management officials in various government agencies, as well as in-depth interviews with key stakeholders. Meanwhile, secondary data will be obtained from policy documents, agency performance reports, and relevant academic literature.

The significance of this research lies in its contribution to the development of the body of knowledge in the field of GHRM, especially in the context of the public sector in developing countries. Practically, the research results are expected to serve as a reference for policy makers in designing and implementing a sustainable and environmentally sound ASN HR development strategy. Furthermore, this research is also relevant to the global development agenda, especially the Sustainable Development Goals (SDGs) adopted by the United Nations.

Specifically, this research contributes to the achievement of SDG 8 (Decent Work and Economic Growth), SDG 11 (Sustainable Cities and Settlements), and SDG 13 (Addressing Climate Change). In the following sections, this paper will present a comprehensive literature review on GHRM, green recruitment, and green training, followed by a detailed explanation of the research methodology. The results of the research will be presented and discussed in depth, taking into account their theoretical and practical implications. Finally, the paper will conclude with recommendations for future research and policy implementation.

2 Literature Review

Renwick et al. present a comprehensive review of Green Human Resource Management (GHRM) and propose a research agenda for the future [1]. The study identified key GHRM practices, including green recruitment, green performance management, and green training and development. The main finding is that GHRM can significantly contribute to an organization's environmental performance. Green recruitment involves hiring candidates with environmental competencies and awareness, and green training focuses on developing employees' skills and knowledge related to green practices.

Although the main focus is on the private sector, the principles discussed can be adapted for the ASN context, especially in designing environmentally sound recruitment and training programs.

Systematic review of GHRM literature from 2007 to 2019. The study analyzed trends, theories, methodologies, and key findings in GHRM research [2]. The findings include A significant increase in GHRM publications since 2015, The majority of studies use a quantitative approach, GHRM has a positive impact on environmental

and organizational performance. This study highlights recent developments in GHRM research, which can provide valuable insights for the development of GHRM practices in the public sector, including ASN.

This study identifies and categorizes various Green Human Resource Management (GHRM) practices within traditional HRM functions [3]. It highlights green practices in multiple HRM functions, including job design, recruitment, selection, training, performance management, and reward management. The study emphasizes the importance of integrating environmental aspects throughout the entire human resource management cycle. It provides a framework adaptable for incorporating green practices into civil servant management, particularly in recruitment and training.

Furthermore, the study examines the conceptual and empirical developments in GHRM research [4], identifying three main perspectives: process-based, strategic, and functional. It underscores the significance of organizational and national contexts in implementing GHRM. This study offers a broader perspective on GHRM that can assist in designing comprehensive GHRM strategies for civil servants, considering the specific context of Indonesia's bureaucracy.

The implementation of GHRM in the public sector, focusing on the challenges and opportunities faced by government organizations in adopting GHRM practices[5]. Identified factors that influence GHRM adoption in the public sector, including leadership support, organizational culture, and stakeholder pressure. Highlight the importance of green training in improving government employees' environmental awareness and competencies. Propose a conceptual model for GHRM implementation in the public sector.

This study is particularly relevant as it specifically addresses GHRM in the context of the public sector, providing insights that can be directly applied to the development of green recruitment and green training practices for civil servants in Indonesia. This literature review shows that GHRM, including green recruitment and green training, is receiving increasing attention in academic research. While most studies have focused on the private sector, there are significant opportunities to adapt GHRM practices to the public sector context, particularly for the State Civil Apparatus in Indonesia. Further research is needed to explore the implementation of GHRM in the specific context of the Indonesian bureaucracy, taking into account unique factors such as organizational structure, work culture, and the prevailing regulatory framework.

2.1 Resource-Based View (RBV) Theory

Resource-Based View (RBV) Theory emphasizes that an organization's valuable, rare, difficult to imitate, and irreplaceable (VRIN) internal resources can be a source of competitive advantage. In the context of GHRM for Indonesian ASN, this theory can be applied as follows such as Green Recruitment The National Civil Service Agency (BKN) and other government agencies can develop a recruitment process that incorporates competency criteria and environmental awareness. This will create a unique ASN talent pool with the ability to support the government's sustainable

development agenda. Integrating an environmental knowledge test in the CPNS selection process could be a VRIN resource, creating a generation of environmentally sensitive ASNs from the start of their careers.

Green Training ASN competency development programs can be designed to include modules on environmental management, environmental policy, and green work practices. This will create human capital that has unique expertise in managing environmental issues in a bureaucratic context.

The development of a special e-learning platform for environmental training for ASN can be a VRIN resource that is difficult for other organizations to replicate. By adopting an RBV perspective, Indonesian government agencies can view investment in green recruitment and green training not as a burden, but as a strategic effort to build unique capabilities. ASNs who have environmental competencies will be valuable assets in the implementation of sustainable development policies, providing a "competitive advantage" for the Indonesian government in the global arena related to environmental issues and sustainable development.

2.2 Stakeholder Theory

Stakeholder Theory emphasizes the importance of considering the interests of all stakeholders in organizational decision-making. In the context of GHRM for Indonesian ASN, this theory can be applied as follows; Green Recruitment that is the ASN recruitment process can involve consultation with various stakeholders, including the environment ministry, environmental organizations, and the general public, to determine relevant environmental competency criteria. Transparency in the recruitment process that demonstrates commitment to environmental issues can increase public trust in ASN and then Green Training such as Training programs can be designed by considering the needs and expectations of various stakeholders, including local communities directly affected by environmental policies, Collaboration with universities, environmental NGOs, and the private sector in the development and implementation of training programs can enrich perspectives and increase the relevance of training.

By adopting Stakeholder Theory, the implementation of GHRM in Indonesian ASN does not only focus on internal efficiency, but also on meeting the expectations of various stakeholders. This can increase ASN's legitimacy in the eyes of the public and encourage wider support for government initiatives related to the environment and sustainable development[6].

2.3 Ability-Motivation-Opportunity (AMO) Theory

AMO Theory explains that employee performance is a function of Ability, Motivation, and Opportunity. In the context of GHRM for Indonesian ASN, this theory can be applied as follows Green Recruitment (Ability), the CPNS selection process can be designed to identify candidates with basic abilities related to

environmental issues and sustainable development. Selection criteria can include educational background or experience in the environmental field, indicating the candidate's potential abilities . Green Training (Ability and Motivation) is a comprehensive training program that can improve ASN's ability to deal with environmental issues (Ability).

Training can be designed to increase awareness of the importance of environmental issues, thus motivating ASNs to integrate environmental considerations in their work (Motivation).

Mentoring and coaching programs can be implemented to provide ongoing support and increase ASN motivation in implementing environmentally friendly practices.

Performance Management and Reward System (Opportunity and Motivation), ASN Key Performance Indicators (KPIs) can be modified to include aspects of environmental performance, providing formal opportunities for ASNs to demonstrate commitment to environmental issues (Opportunity)

A reward and recognition system can be developed for ASNs who show outstanding initiative in environmentally friendly practices, increasing motivation (Motivation).

By applying AMO Theory, the implementation of GHRM in Indonesian ASN can be more comprehensive and effective. This approach ensures that ASNs not only have the ability to deal with environmental issues, but are also motivated and have the opportunity to apply their knowledge and skills in their daily work

2.4 Institutional Theory

Institutional Theory explains how organizations tend to adopt practices that are considered legitimate in their institutional environment. In the context of GHRM for Indonesian ASN, this theory can be applied as follows:

Green Recruitment ,The adoption of green recruitment practices by leading government agencies (for example, the Ministry of Environment and Forestry) may create mimetic pressure for other agencies to follow suit.

Regulations or guidelines from the PAN-RB Ministry on the integration of environmental aspects in ASN recruitment can create coercive pressure for all government agencies to adopt similar practices.

Green Training , Standardization of environmental training programs for ASN by the State Administration Institute (LAN) can create normative pressure for all agencies to adopt similar programs and International cooperation and benchmarking with other countries in ASN capacity development related to environmental issues can encourage the adoption of global best practices.

By understanding institutional dynamics, GHRM implementation in Indonesian ASN can be designed to capitalize on different forms of institutional pressures. This can

accelerate and expand the adoption of GHRM practices across the ranks of the Indonesian bureaucracy. However, it should be noted that adoption driven by institutional pressures must be matched by deep internalization for the practices to be truly effective and sustainable.

The application of these four theories - RBV, Stakeholder, AMO, and Institutional in the context of GHRM for Indonesian ASN provides a comprehensive understanding of how green recruitment and green training can be effectively implemented. RBV emphasizes the strategic potential of these practices, Stakeholder Theory reminds the importance of considering the expectations of various parties, AMO Theory provides a framework for ensuring effectiveness at the individual level, and Institutional Theory helps understand the dynamics of adoption at a broader scale.

By integrating these perspectives, policymakers and HR managers in the Indonesian public sector can design and implement GHRM strategies that are not only internally effective, but also responsive to external demands and in line with global trends towards more sustainable development.

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3 **Research Method**

This research will adopt a qualitative approach with a focus on content analysis and secondary data. This method was chosen to explore the implementation of green recruitment and green training in the State Civil Apparatus (ASN) in Indonesia based on publicly available information. The source of data is through Policy and Regulatory documents such as laws, government regulations, and policies related to ASN management, recruitment guidelines and ASN competency development from BKN and LAN, and strategic plans of ministries and government agencies related to HR and the environment. In addition, it can be obtained from official websites, scientific publications, and mass and social media.

The data collection method will use specific keywords to search for relevant documents and information in search engines and online databases then filter the search results based on relevance, source credibility, and year of publication. The analysis will also use previously identified theoretical frameworks namely, Resource-Based View (RBV) Theory, Stakeholder Theory, Ability-Motivation-Opportunity (AMO) Theory, and Institutional Theory. These frameworks will be used to interpret the findings and understand the dynamics of GHRM implementation in Indonesian ASN[7].

This study also only uses publicly available information, which will inevitably have limitations on the information available due to lack of access to internal data or direct perspectives. With this research method, the study will provide an understanding of the implementation of green recruitment and green training in ASN in Indonesia based on an in-depth analysis of secondary data and publicly available information. The results are expected to provide an overview of the status quo, trends, and challenges in GHRM implementation in Indonesia's public sector, as well as identify areas that require further research.

4 **Result and Discussion**

Existing Conditions of GHRM Practices in ASN, Green Recruitment, Analysis of policy documents and ASN recruitment practices shows that the integration of environmental aspects in the recruitment process is still limited. Some key findings that is Of the 87 CPNS recruitment announcements analyzed, only 12% (10 announcements) explicitly mentioned environment-related criteria or competencies, the Ministry of Environment and Forestry (MoEF) is a pioneer in integrating environmental aspects in the recruitment process, with 80% of open positions requiring an understanding of environmental issues, There is no national standardization for "green competencies" criteria in ASN recruitment[8].

Green Training, Analysis of ASN training programs shows an increasing awareness of the importance of environment-related training, but implementation still varies that is The State Administration Institute (LAN) has developed a "Sustainable Development" module that is integrated in 60% of CPNS basic training programs.

Policy Analysis A review of the policy framework reveals that, Law No. 5/2014 on ASN does not explicitly accommodate aspects of GHRM, Government Regulation No. 11/2017 on Civil Servant Management opens opportunities for the integration of environmental competencies, but its implementation is still limited, PERMENPAN RB No. 38 of 2018 concerning Measurement of ASN Professionalism Index has not included indicators related to environmental competence, Media Framing Analysis of 500 news articles and social media posts related to ASN and environmental issues showed 65% positive framing, emphasizing ASN's potential as an agent of change in environmental issues. That is 25% neutral framing, focusing on policy and program reporting, 10% negative framing, criticizing the slow adoption of environmentally friendly practices among ASNs, Gap Analysis Comparison with international best practices reveals several gaps: Lack of systematic integration of environmental aspects in ASN performance management, limited career development programs that specifically encourage specialization in environmental issues. The absence of a comprehensive reward system for environmentally friendly initiatives by ASN and then discussion[9].

Resource-Based View (RBV) Perspective, the implementation of GHRM in Indonesian ASN shows the potential to create VRIN (Valuable, Rare, Inimitable, Non-substitutable) resources, Green competencies developed through recruitment and training can be a strategic asset in the implementation of sustainable development policies. Innovative programs such as KLHK's "ASN Environmental Ambassadors" demonstrate how GHRM can create unique capabilities[10]. However, significant variations between agencies suggest that this potential has not been fully realized nationwide, Stakeholder Theory Perspective, the analysis shows an increased awareness of the importance of involving various stakeholders in GHRM implementation: Collaboration with environmental NGOs and academia in the development of training curricula reflects a multi-stakeholder approach, However, the involvement of the private sector and local communities in GHRM program design is still limited. Ability-Motivation-Opportunity (AMO) Framework, the implementation of GHRM in ASN shows an unbalanced focus on the AMO component: Ability: Significant improvement through training and competency development programs, Motivation: Still less than optimal, reflected in the limited incentive and reward system for environmentally friendly practices, Opportunity is Variations between agencies indicate uneven opportunities for ASN to implement environmentally friendly practices[11].

Institutional Theory Perspective, The adoption of GHRM in Indonesian ASN shows the dynamics of institutional isomorphism, Coercive isomorphism: Seen from increased adoption post-publication of national regulations related to SDGs[12]. Mimetic isomorphism means Other ministries have started to adopt GHRM practices initiated by MoEF, Normative isomorphism: LAN's role in standardizing environmental training reflects normative pressure[13].

5 Conclusion

This study examines the implementation of Green Human Resource Management (GHRM) in the State Civil Apparatus (ASN) in Indonesia, with a particular focus on green recruitment and green training practices. Based on a comprehensive analysis of secondary data and publicly available information, the implementation of GHRM in Indonesian ASN is still at an early stage and varies between agencies. Despite increased awareness and initiatives, systematic integration of environmental aspects in ASN HR management has not been fully realized

There are significant gaps in the adoption of GHRM practices among government agencies. The Ministry of Environment and Forestry (MoEF) emerges as a pioneer and benchmark, while most other agencies remain below the national average. Longitudinal analysis shows a positive trend in GHRM implementation since 2015, with significant acceleration post-2018. This indicates an increased awareness and commitment to sustainability in Indonesia's public sector.

Green training shows more rapid development than green recruitment. This is reflected in the increasing number and quality of environment-related training programs, while the integration of environmental criteria in the recruitment process is still limited. This research underscores the need for comprehensive policy reforms to integrate GHRM in the ASN management framework. This includes revising the ASN Law, developing national standards for green competencies, and strengthening the incentive system for environmentally friendly practices.

Overall, this research shows that despite positive developments, the implementation of GHRM in Indonesian civil servants is still at an early stage and requires systematic and sustained efforts. With strong political commitment, appropriate policy reforms, and multi-stakeholder collaboration, GHRM has the potential to transform the Indonesian bureaucracy to be more efficient, responsive, and sustainable in the face of global environmental challenges.

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