



Exploring Green Human Resources Management Implementation in Higher Education Employees: Case Study at Hasanuddin University

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Abstract. This study explores the implementation of Green Human Resource Management (GHRM) practices in the Student Affairs department of Hasanuddin University, focusing on the implementation of environmental sustainability, the resulting impacts, and the challenges faced. Environmental sustainability practices such as saving electricity, water, and energy, planting greenery in the office environment, as well as separating types of waste and reducing the use of paper in correspondence have shown a positive impact on environmental awareness among employees and improving operational efficiency. However, the integration of sustainability practices with human resources management practices in the organization faces significant challenges, such as the lack of focus on sustainability aspects in the recruitment process, suboptimal management support, and the lack of performance evaluation criteria that assess employee contributions to green initiatives, still hampering the effectiveness of GHRM practices. This study recommends the need for stronger commitment from management and the development of more integrated policies to achieve long-term sustainability goals at Hasanuddin University.

Keywords: Green Human Resources Management, Sustainability Environment, Operational Efficiency

1 Introduction

The education industry has a central role in nation building, especially through the development of competent human resources. Higher education, as an institution of higher learning, not only functions as a teaching platform, but also as an agent of change that has a significant impact on various social, economic and environmental aspects [1][2]. Along with the times, expectations of educational institutions are also increasing, especially in terms of contributing to environmental sustainability. This encourages educational institutions to adopt a more environmentally friendly approach in their operations, including in human resource management, in this case the implementation of a green campus concept that focuses on energy efficiency and resource conservation [3][4].

Sustainability is a concept that has become a global trend affecting various sectors, including education. The world is currently facing major challenges related to climate change, pollution and unsustainable use of natural resources. In this context, the

education industry is expected to play an active role in instilling sustainability values, both through the learning process and in its daily operations [5][6]. Many educational institutions have begun to implement sustainability initiatives, such as recycling programs, efficient energy management, and reducing carbon emissions [7]. However, what is often overlooked is how these sustainability practices are integrated into human resource management.

Research shows that to achieve effective sustainability, educational institutions must develop an organizational culture that supports changes in values and behaviors [8][9]. In addition, the involvement of all stakeholders in the sustainability process is essential to create a broader impact [10]. Thus, higher education has a strategic role in shaping a more environmentally conscious and socially responsible generation [11].

Therefore, with a sustainability approach through Green Human Resources Management (Green HRM), which is the application of sustainability principles in human resource management, Green HRM not only focuses on improving operational efficiency through reducing resource use, but also on establishing an organizational culture that supports environmentally friendly behavior. In the education industry, especially in higher education, Green HRM can play an important role in building environmental awareness among employees, academic staff, and students [12][13]. Thus, by integrating Green HRM practices, educational institutions can become role models in implementing sustainability values.

The implementation of Green HRM in a higher education setting includes various initiatives, such as reducing paper usage in administration, improving energy efficiency in campus buildings, and supporting environmentally friendly transportation policies [14]. In addition, Green HRM can also encourage the development of training programs for employees to increase their environmental awareness. In a university context, Green HRM can be seen as an important strategy that supports sustainability-oriented education and research missions [15].

Although Green Human Resources Management practices offer various benefits, Green Human Resource Management (GHRM) implementation in the education sector, including in Indonesian universities, often faces various challenges. One of the main challenges is resistance to change, which is often caused by a lack of understanding of the importance of sustainability among stakeholders, including academic and student affairs staff [16]. Research shows that support from top management is critical to facilitate positive environmental behaviors and to overcome barriers to GHRM implementation [17][18]. In addition, limited resources are also a significant obstacle in adopting effective GHRM practices [19][20].

Furthermore, the gap in Green Human Resource Management (Green HRM) practices in higher education institutions in Indonesia reflects a complex challenge. Although the green campus concept has been adopted in some institutions, many higher education institutions still face difficulties in integrating sustainability principles in their operations [4]. This is due to a lack of understanding and commitment to Green HRM practices, which should include sustainability-oriented human resource management [1]. In addition, higher education needs to adapt to global and technological changes, which demand innovation in teaching and management [2]. This gap is also seen in the lack of initiatives to increase environmental awareness among students, which can be addressed through educational programs that are more integrated and based on sustainability values [21].

Therefore, to achieve effective Green HRM practices, higher education institutions must develop more comprehensive and inclusive strategies in managing their human and environmental resources.

In the context of Hasanuddin University, it is important to explore how Green HRM practices can be implemented, particularly in the academic and student affairs departments. As one of the leading universities in Indonesia, Hasanuddin University has great potential to become a leader in the sustainability movement in the higher education sector. However, in order to achieve this, an in-depth understanding of the extent to which Green HRM practices are implemented in the organization is needed so that it can show a clear picture of the challenges faced in implementing Green HRM, as well as strategies that can be applied to overcome these obstacles.

Research on the implementation of Green HRM at Hasanuddin University will provide important insights into how educational institutions can integrate sustainability principles in human resource management. In addition, this research will also reveal how Green HRM practices can contribute to the creation of a more efficient and environmentally friendly work environment, and its impact on overall organizational performance.

The urgency of this research is that although Green HRM has gained attention in various sectors, studies on its implementation in the education sector, particularly in Indonesia, are still limited. Given the strategic role of universities in shaping the mindset of the younger generation and their impact on the environment, it is important to explore how Green HRM can be effectively implemented in universities. Research shows that awareness and knowledge of sustainability among students and staff need to be increased through relevant curricula and activities [22][23]. In addition, many Indonesian universities have not integrated sustainability practices in their management, resulting in a lack of programs that support sustainability goals [24].

So the results of this study are expected to not only provide academic contributions, but also provide practical guidance for other universities that want to adopt Green HRM as part of their sustainability strategy.

2 Literature Review

Green Human Resources Management (GHRM) is a sustainable strategy that integrates environmental aspects into human resource management to increase productivity while maintaining environmental sustainability. In research, GHRM is seen as a strategic effort that helps organizations uphold the principles of sustainability [25]. In more detail, GHRM is defined as HR practices that incorporate sustainable policies to support social and environmental responsibility, while fostering a green organizational culture that contributes to long-term development and competitive advantage [26]. In its application, GHRM involves various aspects, such as sustainable recruitment, environmental training, and performance management that support environmentally friendly practices [27].

In line with this, the application of GHRM in certain industries, for example aviation, includes elements such as recruitment, training, performance management, and rewards that are all environmentally based [28]. Thus, GHRM not only integrates

HR functions to achieve sustainability goals but also encourages employee engagement in green initiatives, which can provide a competitive advantage to the organization [29]. In addition, GHRM plays an important role in aligning HR strategies with sustainability goals, such as green recruitment and compensation management focused on contributing to the achievement of the Sustainable Development Goals [30].

Green Human Resource Management (GHRM) encompasses a range of practices that aim to integrate environmental considerations into the human resource management function. These practices include green recruitment, green selection, green training and development, green employee performance, green rewards, and green employee relations. Each of these indicators plays an important role in fostering a sustainable organizational culture and increasing employees' pro-environmental behavior.

Green Recruitment is the first step in GHRM, focusing on attracting candidates who have a strong commitment to environmental sustainability. This process not only involves traditional recruitment strategies but also emphasizes the importance of aligning organizational values with those of potential employees. Research shows that organizations that prioritize green recruitment are more likely to attract environmentally conscious individuals, thus enhancing the overall green culture within the organization [31][32]. By integrating environmental criteria into the recruitment process, companies can ensure that new hires are not only skilled but also aligned with the organization's sustainability goals [33].

Green Selection follows recruitment and involves assessing candidates based on their environmental awareness and commitment to sustainability. This process can include the use of specific selection tools and techniques that evaluate candidates' understanding of environmental issues and their ability to contribute to the organization's green initiatives [32][34]. The implementation of green selection practices has been shown to improve the quality of hires, as organizations are better equipped to select individuals who will actively engage and promote sustainable practices in the workplace [35][36][37]. This alignment between employee values and organizational goals is critical to fostering a culture of sustainability.

Green Training and Development is another important component of GHRM. It involves providing employees with the knowledge and skills necessary to engage in green practices. Training programs can cover a wide range of topics, including waste reduction, energy conservation, and sustainable resource management [33][38]. Research has shown that effective green training not only improves employees' environmental competence but also increases their engagement in pro-environmental behaviors [33][38]. By investing in green training, organizations can empower their workforce to take initiative in sustainability efforts, which ultimately leads to improved environmental performance [39].

Green Employee Performance refers to the extent to which employees engage in behaviors that contribute to the organization's environmental goals. It can be measured through various performance metrics that assess employees' involvement in sustainability initiatives and their adherence to green practices [32][33]. Research has shown that organizations that implement GHRM practices tend to see significant improvements in employee performance related to environmental goals [40][41]. By

setting clear performance expectations and providing feedback on green initiatives, organizations can motivate employees to excel in their environmental responsibilities.

Green rewards are essential to reinforce and encourage pro-environmental behavior among employees. Implementing a green rewards system can include various incentives, such as bonuses, recognition programs, and promotions based on employee contributions to sustainability efforts [42][43]. Research shows that organizations that effectively utilize green rewards not only increase employee motivation but also foster a sense of ownership and commitment to environmental initiatives [33][42]. By recognizing and rewarding green behaviors, organizations can create a positive feedback loop that encourages continued engagement in sustainability practices.

Green Employee Relations focuses on developing a collaborative and supportive environment that encourages employees to participate in sustainability initiatives. This involves creating open communication channels where employees can share ideas and feedback related to environmental practices [44][45]. Research has shown that strong employee relations contribute to a more engaged workforce, which is critical to the successful implementation of GHRM practices [40][35].

By promoting a culture of collaboration and support, organizations can increase employee commitment to sustainability and encourage collective efforts to achieve environmental goals. In short, the indicators of Green Human Resource Management—green recruitment, green selection, green training and development, green employee performance, green rewards, and green employee relations—interconnect and collectively contribute to fostering a sustainable organizational culture. By integrating these practices into their HRM strategy, organizations can improve their environmental performance and drive positive change in their workforce.

3 Research Method

This research uses a case study method with a qualitative exploratory approach to understand the implementation of Green Human Resources Management (Green HRM) practices at Hasanuddin University, especially in the context of academic and student affairs employees. The explorative approach was chosen to explore aspects related to the implementation of Green HRM through indicators of green recruitment, green selection, green training and development, green performance, green rewards, and green employee relations so as to obtain at the same time in-depth insights into the challenges and opportunities faced. The main data collection technique was in-depth interviews, which were conducted with purposively selected informants from academic staff and education personnel. The interviews aimed to explore their perceptions, experiences and views on Green HRM policies and practices at the university. Data obtained from the interviews will be analyzed using thematic analysis techniques to identify key themes related to the implementation of Green HRM. Data validity and reliability will be maintained through source triangulation, member checking, and peer debriefing.

4 Result and Discussions

4.1 Implementation of GHRM Practices and Their Impact

The concept of Green Human Resource Management (GHRM) emphasizes the importance of integrating human resource practices with environmental sustainability goals. GHRM includes various aspects such as recruitment, training, and performance appraisal that support green initiatives [1]. Research shows that the implementation of GHRM can increase employee environmental awareness and strengthen organizational environmental performance [46]. In addition, GHRM plays a role in organizational innovation and sustainability by creating a culture of sustainability and facilitating employee development [47].

In the context of Hasanuddin University, particularly in the student affairs department, interviews revealed the importance of sustainability not only for the environment but also for operational efficiency. Although some employees felt that the contribution of GHRM had not been fully felt, they recognized the direct benefits, such as reduced workload and accelerated task completion due to efficiencies from green initiatives (A1, A2). Such impacts are in line with research suggesting that GHRM can reduce workload through digitization and more efficient systems, such as the replacement of physical correspondence with electronic [1][48].

Furthermore, the interviews showed the importance of long-term implementation of GHRM. Employees feel that the practice creates a more comfortable and conducive working atmosphere, which is expected to improve performance and preserve the work environment (A4). In addition, GHRM is also considered to better manage human resources, strengthen the company's reputation, and reduce operational costs through energy, water and waste savings (A5, A6). Good GHRM implementation also has the potential to improve employee engagement, organizational efficiency, and reduce carbon impact (A7).

Sustainability practices through environmental sustainability practices can also educate employees about the importance of protecting the environment and build a more environmentally friendly work culture (A8, A9). Employees who feel that the company is serious about implementing environmental initiatives tend to be more motivated and committed to their work, creating a more sustainable work environment (A10, A11).

Hasanuddin University has taken significant steps towards operational efficiency by implementing a digital system to reduce paper usage in academic departments. This initiative not only supports environmental sustainability but also improves work efficiency (A1, A2). Employees also implement practices such as efficient use of water and electricity and maintaining work facilities (A3, A4). Increasing the number of plants in workspaces and planting trees reflects the university's commitment to creating a greener environment (A7, A8).

Furthermore, employees in the academic department highlighted the importance of building an environmentally friendly organizational culture. Hasanuddin University encourages employees to be active in saving resources and preserving the environment (A6). Green recruitment and selection are also considered an important step in implementing GHRM across the university (A9, A10). These policies aim to

create a healthy learning environment, increase employee awareness of sustainability, and build a culture that supports long-term sustainability (A5, A11).

Further interview results also show that Hasanuddin University academic staff understand the concept of GHRM as a human resource management approach that focuses on sustainability and environmental responsibility, by involving green aspects in the management process (A5, A7, A9). In addition, GHRM is seen as an effort to create a green workforce that better understands and appreciates green culture within the organization, with a need for technical and management skills that support sustainability (A6). Some respondents also highlighted the importance of using renewable energy as part of sustainability initiatives (A1, A2), linking GHRM to improving operational efficiency through digital systems, which support a more effective and efficient working environment (A3, A8).

Therefore, this implementation reflects how sustainability practices help organizations, especially educational institutions, not only achieve environmental sustainability, but also strengthen innovation and operational performance.

However, the implementation of environmental sustainability practices that are integrated with HR practices in student affairs employees at Hasanuddin University has not been implemented optimally. This is evidenced by the informants' answers as follows:

Table 1. Implementation of Green HRm Practices

Component GHRM	Description	Applied	Not Yet Applied
Green Recruitment	Include environmental elements in the recruitment strategy	0%	100%
	In the employee recruitment process, there is an element of knowledge or criteria about environmental sustainability.	0%	100%
	Informing and incorporating environmental knowledge in job advertisements.	0%	100%
Green Selection	Considering the selection of candidates who have interest and concern for the sustainability environmental.	0%	100%
	Assess the candidate's skill knowledge related to sustainability during the selection process.	100%	0%
	Selecting candidates who are aware of environmental management and have personally taken care of the environment in their daily lives.	0%	100%
Green Training and Development	Provide training programs on green practices for new and existing employees.	100%	0%
	Provide skills development related to sustainability and greening of the workplace through courses or	100%	0%

Component GHRM	Description	Applied	Not Yet Applied
	workshops.		
	Conduct a needs analysis to identify employee training and development needs for greening.	100%	0%
	Provide best practices on environmentally friendly activities in the office environment	100%	0%
Green Employee Performance Evaluation	Implement Environmental processing information system and environmental audit.	0%	100%
	Integrate environmental performance elements in employee performance evaluation system	0%	100%
	Mastering overall environmental performance standards	0%	100%
	Setting goals, targets and environmental responsibilities	0%	100%
	Provide feedback on the achievements of sustainability goals in employee performance appraisals.	0%	100%
Green Reward	Provide financial or non-financial rewards for employees who have good environmental performance	0%	100%
	Promoting and recognizing employees who show high commitment to the Green HRM policy	0%	100%
	Socialize the environmental advantages produced by employees	0%	100%
Green Employees Relation	Involved in planning and implementing sustainability initiatives or in the green scheme.	0%	100%
	Providing a forum or opportunity for employees to provide feedback on Green HRM policies?	0%	100%
	Provision of consultation sessions to solve environmental management issues at the university	0%	100%
	Provide environmentally oriented work group management.	0%	100%

Based on the table above, it can be seen that in Hasanuddin University student affairs employees show that there are several components in Green Human Resources Management practices that are fully implemented, namely in Green Selection by applying an assessment of the candidate's skills and knowledge related to sustainability during the employee selection process.

This process implements an assessment of candidates' sustainability-related skills and knowledge during the employee selection process, which aims to ensure that new hires have an awareness and understanding of the importance of green practices. The implementation of Green Selection has had a positive impact on the work culture in

the student affairs department, where recruited employees tend to be more proactive in supporting environmental sustainability initiatives and more adaptable to the GHRM policies that have been implemented. This is in line with existing research that the implementation of green selection also contributes to the development of a more sustainable organizational culture, which in turn can attract candidates who are more competent and committed to environmental goals [49][50].

In addition, the impact of implementing Green Selection is to increase the quality of the workforce who are more concerned about the efficient use of resources, such as water, electricity, and office materials. Employees recruited through sustainability-based selection show more consistent behavior in supporting the reduction of paper use through electronic systems, as well as participating in greening programs on campus, such as tree planting and the use of plants to create green corners in the workspace (A7). This indirectly helps improve operational efficiency while creating a healthier and more environmentally friendly work environment.

The implementation of Green HRM practices is also evident in the Green Training and Development component, where all components related to employee training and development have been well implemented. The program includes the provision of specialized training on green practices for new employees, which provides an in-depth understanding of the importance of sustainability in the workplace. In addition, skills development related to environmental sustainability is facilitated through various workshops and seminars, which not only increase employee knowledge, but also hone technical and managerial skills in applying green principles in their daily lives.

Hasanuddin University also actively conducts training needs analysis to identify areas where employees require further development, especially in order to support campus greening initiatives and efficient use of resources. In this way, the training provided is more targeted and relevant to the specific needs of the organization. In addition, employees are introduced to best practices related to environmentally friendly activities in the office environment, such as reducing waste, utilizing energy wisely, and maintaining cleanliness and sustainability of green areas on campus.

The implementation of Green Training and Development at Hasanuddin University includes several tangible initiatives, such as saving electricity, water, and labor. Electricity and water usage in academic and student affairs offices were reduced through an internal campaign, where employees were taught how to efficiently use these resources. In addition, a program to plant greenery around the campus environment has been carried out, by involving employees in maintaining green areas and increasing the number of plants in every corner of the office.

In addition, initiatives for segregation of waste types in the office environment have also been implemented, where employees are trained to separate organic and inorganic waste to support recycling programs. This helps reduce waste going to landfills and supports wider environmental initiatives. Another major step has been the phase-out of paper in the correspondence process, where all internal documents are now delivered electronically, supporting the concept of a paperless office that is more environmentally friendly. These steps are a tangible manifestation of Hasanuddin University's efforts to implement GHRM in a concrete manner, with a positive impact on the environment and operational efficiency.

With these programs in place, Green Training and Development not only helps employees understand the importance of sustainability, but also facilitates the development of a proactive and environmentally conscious work culture, which is in line with the university's long-term vision of becoming an environmentally friendly institution. This is in line with various research that through sustainability-focused training, employees can develop the ability to implement green practices, which in turn improves operational efficiency and reduces negative impacts on the environment [51][52]. Research shows that training integrated with sustainability goals can increase firm value and managerial performance [53]. Furthermore, green training and development also contributes to the development of an organizational culture that supports sustainability. By raising green awareness and values among employees, organizations can create a work environment that is more innovative and responsive to environmental challenges [54].

Although some aspects of Green Human Resource Management (GHRM) have been well implemented, there are still some components that have not been implemented in the student affairs department of Hasanuddin University, such as green recruitment, green employee performance, green rewards, and green employee relations.

In green recruitment, there is no specific emphasis on recruiting employees who have a commitment or in-depth knowledge of environmental sustainability. The candidate selection process still tends to focus on technical and professional skills, without assessing environmentally friendly aspects that can support the overall GHRM policy.

Then, for green employee performance, there is no employee performance evaluation system that assesses their contribution to sustainability initiatives. Performance measurement still focuses more on conventional work output, without integrating green indicators that can encourage employees to be more involved in sustainability efforts.

Meanwhile, in terms of green rewards, there is no specific reward program given to employees who actively participate in environmentally friendly practices. In fact, this kind of reward can motivate employees to care more about the environment and increase their involvement in green initiatives.

Finally, green employee relations has not been fully integrated, where the relationship between management and employees regarding environmental issues has not been emphasized as part of daily dialogue and communication. In fact, good collaboration between management and employees can create a stronger organizational culture in supporting environmental sustainability.

By overcoming these limitations, the implementation of GHRM in the student affairs department of Hasanuddin University can become more comprehensive and have a significant impact.

4.2 Challenges of GHRM Practices Implementation

Interview results showing variations in employee engagement in Green Human Resource Management (GHRM) activities at Hasanuddin University reflect significant challenges in the implementation of this practice. There was inconsistency in employee participation in green initiatives, with some employees engaging daily

(A1, A2), while most reported infrequent engagement (A5, A6, A7, A8), with some never engaging at all (A3, A4, A9, A10).

This difference in participation levels suggests that there are obstacles in spreading and embedding GHRM culture evenly within the university. Employees who are never or rarely involved in GHRM activities (A3, A4, A5, A6, A7, A8, A9, A10) indicate that sustainability-related programs may be poorly socialized or integrated into daily work activities. This also highlights the lack of ongoing training focused on green practices, so only a minority of employees feel actively engaged (A1, A2).

Further challenges in the implementation of Green Human Resource Management (GHRM) at Hasanuddin University can be seen from the interview results which show that increased training and employee awareness are important aspects that must be improved. Many respondents emphasized the need for special training on GHRM to improve employee performance and environmental awareness (A1, A3, A5). Some employees also suggested organizing workshops, socialization, and regular training to equip human resources with relevant knowledge and skills in environmental management (A2, A4). In addition to training, support from management is considered crucial to create a shared commitment between employees, lecturers, and students in carrying out environmental sustainability practices (A4, A7). Employees realize that environmental self-awareness needs to be improved as a whole (A10), so more systematic training can be an effective tool to encourage behavior change and increase employee contributions in supporting sustainability policies (A9).

Overall, the interviews suggest that while some GHRM initiatives are already underway, a major challenge facing the university is ensuring that all levels of employees understand and are actively engaged in green practices, supported by ongoing training programs and strong commitment from management.

This is in line with existing research that one of the biggest challenges in the implementation of GHRM practices in an organization shows that the level of GHRM implementation is still low, especially in educational institutions, which should be a pioneer in building environmental ethics awareness [55]. Where employees who do not have sufficient understanding of GHRM practices tend not to actively participate in environmentally friendly initiatives, thus hindering the achievement of expected environmental performance [56].

Specifically, the challenge in implementing the green recruitment component at Hasanuddin University lies mainly in the lack of focus on environmental aspects during the recruitment process. Although most employees are aware of the importance of sustainability, the interview results show that there has been no specific assessment of candidates' skills or knowledge of green practices. Current recruitment policies do not explicitly reflect a preference for environmentally conscious candidates, which is a key component of green recruitment practices. Other challenges also lie in the limited resources and infrastructure that support green recruitment, such as digital application systems to reduce paper usage, as well as the lack of socialization regarding the importance of sustainability aspects in the selection process.

Limited costs and management support are also significant challenges in implementing Green Human Resource Management (GHRM) at Hasanuddin University. Limited budgets often hamper the implementation of training and socialization programs needed to increase employee awareness and skills related to

sustainability. Without adequate funding allocation, it is difficult to develop effective initiatives, such as workshops and ongoing training programs. This limitation also impacts the procurement of resources needed to support green practices, such as digital technology that can reduce paper usage. Sub-optimal management support can hinder the overall implementation of GHRM, resulting in sustainability initiatives not receiving sufficient attention.

This challenge is in line with various studies that high costs are often a barrier for organizations to implement environmentally friendly systems, as many companies do not have adequate budgets for investment in the technology and training required for GHRM [57]. In addition, a lack of managerial commitment can result in low participation in sustainability initiatives, which in turn affects overall organizational performance [58][59].

On the other hand, challenges in green evaluating performance and green rewards center on the lack of performance evaluation criteria that explicitly assess employees' contributions to green initiatives, so environment-based incentives have not been implemented. In the aspect of green employee relations, the biggest challenge is building collective awareness among employees about the importance of working together in protecting the environment, where environmental awareness has not yet become part of an integrated working relationship, so collaboration in creating a greener work environment is still suboptimal.

4.3 Managerial Implications

The managerial implications of implementing Green Human Resource Management (GHRM) at Hasanuddin University include several important aspects. First, management needs to develop recruitment policies that explicitly consider sustainability aspects, by including assessment criteria that assess candidates' skills and knowledge related to green practices. This can help create a team that is more aware of environmental issues and contribute to the university's sustainability goals.

Second, GHRM-related training and socialization should be a priority in the human resource development agenda. Management needs to provide adequate budget for training programs, workshops, and other activities that can increase employees' awareness and skills in environmentally friendly practices. By improving employees' knowledge of sustainability, it is expected that they will be more motivated to participate in sustainability initiatives in the work environment.

Furthermore, management should establish performance evaluation criteria that include contributions to green initiatives. This not only provides incentives for employees to participate more actively in sustainability programs, but also helps build an organizational culture that values environmental conservation efforts. In addition, establishing better communication and collaboration between management and employees regarding sustainability will be crucial to creating collective awareness in maintaining the work environment.

Finally, management support and commitment to GHRM initiatives must be enhanced. Without strong support from leadership, sustainability programs may not receive the attention necessary for successful implementation. By promoting sustainability values and ensuring the involvement of all members of the organization,

Hasanuddin University can achieve long-term sustainability goals and create a greener and more productive work environment.

5 Conclusions

The Student Affairs Department of Hasanuddin University shows that the implementation of environmental sustainability practices implemented in the framework of operational efficiency and also attention to the environment such as saving electricity, water, and energy, planting greenery in the office environment, separating waste, and reducing the use of paper in correspondence, has had a positive impact on environmental awareness among employees. These initiatives not only help to create a healthier and more environmentally friendly working environment, but also contribute to better operational efficiency.

However, the integration of environmental sustainability practices in the aspect of green human resource management is still not optimal. Only the components of green selection, green training and development have been implemented. This is due to the many challenges faced in implementing GHRM, such as the limited focus on sustainability aspects in the recruitment process, sub-optimal management support, and the lack of performance evaluation criteria that assess employee contributions to green practices hinder the effectiveness of this initiative. Overcoming these challenges requires a stronger commitment from management and the development of more integrated and sustainability-oriented policies. With improvements in these areas, Hasanuddin University can enhance GHRM implementation and better achieve its long-term sustainability goals.

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