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The Effect of Green Recruitment and Green Training on Employee Sustainable Performance Through Employee Green Behavior (A Study of Educational Staff at Mercu Buana University, Jakarta)

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Green Recruitment; Green Training; Employee Green Behavior; Employee Sustainable Performance; Green Human Resource Management

Abstract

Improving sustainable performance is now a strategic issue for various organizations, including universities, alongside increasing demands for efficient resource utilization and environmental concern. In the realm of human resource management, the implementation of Green Human Resource Management (Green HRM) is understood as a strategy that has the potential to strengthen sustainable performance through environmentally oriented human resource practices. At Mercu Buana University, efforts have been made to improve the performance of education personnel, but the results achieved are still not optimal. Therefore, this study aims to examine the influence of Green Recruitment and Green Training on Employee Sustainable Performance with Employee Green Behavior as a mediating variable among the education staff of Mercu Buana University Jakarta. With a population of education personnel and a sample of 163 respondents, data analysis was conducted using the SEM-PLS method. The results of the study found that: Green Recruitment does not have a significant effect on Employee Sustainable Performance; Green Training does not have a significant effect on Employee Sustainable Performance; Employee Green Behavior has a significant effect on Employee Sustainable Performance; Green Training has a significant effect on Employee Green Behavior; the indirect influence of Green Recruitment on Employee Sustainable Performance through Employee Green Behavior has a positive and significant effect; and the indirect influence of Green Training on Employee Sustainable Performance through Employee Green Behavior has a positive and significant effect.

INTRODUCTION

Human resource management has been influenced by the increasing global attention to environmental and sustainability issues. Renwick et al. (2013) discuss how Green Human Resource Management (GHRM) evolved into a strategic approach that incorporates eco-friendly principles into all aspects of human resource management, including recruitment, training and development, performance appraisals, and compensation systems. From the perspective of the Resource-Based View (RBV), the human resource development strategy (GHRM) is considered an effort by a company to create human resources that are valuable, unique, difficult to replicate, and sustainability-oriented, so they can provide a competitive advantage in the long term. Meanwhile, based on the theory of Ability-Motivation-Opportunity

(AMO), Green Recruitment and Green Training play a role in improving employees' ability and motivation toward environmentally friendly behavior, as well as creating opportunities for employees to engage in sustainable work practices. In line with the findings of Renwick et al. (2013) and Jabbour and de Sousa (2015), the integrated implementation of GHRM encourages the formation of Employee Green Behavior, which further contributes positively to the improvement of Employee Sustainable Performance at both individual and organizational levels. Thus, GHRM is not only an administrative approach in human resource management, but also a managerial strategy that fosters the transformation of a green organizational culture and enhances individual contributions to the sustainability goals of the company or institution.

This research is motivated by environmental and sustainability issues that require organizations to adopt environmentally friendly human resource management practices, in line with the goals of the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action) (Campos-García et al., 2024). The environmental issue that has the most impact on organizational sustainability in Indonesia is climate change, which affects the industrial, educational, and social sectors through rising global temperatures, hydrometeorological disasters, and extreme weather, thereby requiring organizations to implement energy efficiency strategies, carbon emission reduction, and climate change adaptation training (Tahir et al., 2024; Ramadhan et al., 2022). In addition, air pollution, plastic waste, deforestation, and industrial emissions also have a high impact, prompting organizations to run green office, recycling, and sustainable sourcing programs (Karakhan et al., 2023; Saeed et al., 2022), while clean water, soil degradation, hazardous (B3) waste, and socio-economic inequality have a moderate but significant long-term impact (Valedra & Sitabuana, 2022; Kurniawan et al., 2024).

The close relationship between environmental issues and GHRM is demonstrated through the practice of Green Recruitment and Green Training, which increase Employee Green Behavior, thereby strengthening Employee Sustainable Performance. Adaptive and sustainable HR management models must align with SDG 12 and SDG 13, integrating social-environmental responsibility with economic achievement (de Almeida Barbosa Franco et al., 2024; Elsayed et al., 2025; Jaroensombut et al., 2025; Rodríguez-Cala et al., 2025; Shahid et al., 2025). Green Recruitment aims to select prospective employees with high ecological awareness through an environmentally friendly selection process, while Green Training improves employees' competence and environmental awareness, forming a daily green work culture so that employees' green behavior serves as an important mediator between GHRM policies and organizational sustainable performance.

At Mercu Buana University, the application of sustainability principles has become part of the vision and mission of higher education institutions, aligning with the commitment to the SDGs. However, the implementation of GHRM in the university environment still faces challenges, particularly in internalizing green values in recruitment and employee development processes. Therefore, this study is relevant to examine the extent to which Green Recruitment and Green Training affect Employee Sustainable Performance, with Employee Green Behavior as a mediating variable.

It is expected that this research will contribute theoretically to the GHRM literature and provide practical benefits for the management of Mercu Buana University in consistently

improving the sustainability performance of human resources. Few studies have simultaneously integrated Green Recruitment and Green Training, and the role of Employee Green Behavior as a mediating variable is still rarely explored in depth. Research focusing on educational personnel in higher education remains limited, even though the education sector has a critical role in implementing sustainability.

Implementing recruitment processes that emphasize sustainability and environmental values, as well as training that encourages Employee Green Behavior, has been shown to positively impact Employee Sustainable Performance. Some units display a DP3K value ranging from 4.00–4.30, indicating good employee performance but leaving room for improvement. This performance gap may result from uneven implementation of green training and the incomplete understanding or application of environmentally friendly behaviors by some education personnel in daily work.

Therefore, it is necessary to strengthen an organizational culture that instills sustainability values and to increase the intensity of training supporting green behavior. Units with relatively low performance, averaging below 4.00 on DP3K, require special attention to a green-based human resource management system. This is likely due to weak implementation of GHRM principles, such as recruitment processes that have not considered prospective employees' sustainability orientation, or insufficient training focused on environmental awareness. Low DP3K results may also reflect limited green behavior among education personnel, ultimately affecting Employee Sustainable Performance.

When compared to ideal organizational performance standards, these achievements reveal a gap between actual conditions and expected targets. For Employee Sustainable Performance, ideal performance should consistently fall in the "very good" category with a value above 4.62, reflecting work efficiency, productivity sustainability, and concern for environmental aspects. However, some work units have not yet reached these standards, indicating that Green Human Resource Management (Green HRM) practices are not fully optimized in promoting sustainable work behaviors. This highlights the importance of strengthening integrated green recruitment and green training strategies to enhance Employee Green Behavior, ultimately fostering consistent improvements in Employee Sustainable Performance across all work units.

Based on previous research, GHRM emphasizes environmentally friendly HR practices to enhance sustainable organizational performance, highlighting the influence of green organizational culture and environment-based rewards on employee attitudes and behaviors (Audi Norma Sari Putri & Zainal Mustafa E. Q., 2022). However, most studies have examined GHRM practices, employee behavior, and sustainable performance separately. Recent findings indicate that green recruitment and green training significantly impact green employee performance (Diah Seotya Sari, 2025). To address this gap, the current study investigates Employee Green Behavior as a mediating variable in the relationship between Green Recruitment and Green Training and Employee Sustainable Performance within higher education institutions. Data were collected through questionnaires distributed to 20 educational staff members at Mercu Buana University to identify key factors affecting employee performance.

Based on the pre-survey results at Mercu Buana University Jakarta, four key factors most strongly influence employee performance: Green Employee Sustainable Performance,

Organizational Support, Employee Green Behavior, and Green Organizational Culture. The implementation of Green Recruitment and Green Training is moderate, around 60%, suggesting that environmentally friendly HR practices have begun but are not yet consistently applied across all work units. Regarding Employee Green Behavior, most respondents demonstrated sustainability-supportive actions, with 74% reporting practices such as saving electricity and water and supporting resource-saving initiatives, though about a quarter have not fully adopted these behaviors. Organizational Support and Green Employee Sustainable Performance were rated very strong, with all respondents affirming the presence of effective policies and facilities facilitating sustainable practices.

Previous studies indicate that green recruitment significantly influences Employee Green Behavior (Rahmawati, 2021), although its impact on Employee Sustainable Performance and the role of green training were not examined. Similarly, Anindyah and Nugroho (2023) found that green training positively affects general employee performance but did not address sustainable performance in educational institutions. Recent findings highlight that both green recruitment and green training significantly enhance green employee performance (Diah Septya Sari, 2025; Pham et al., 2020), with green recruitment further improving performance through alignment with organizational values (Zulfa & Handayani, 2022). Susita (2020) emphasized that these practices are strategic HRM tools capable of shaping employees' green behavior and supporting organizational sustainability. Despite these insights, a research gap remains regarding the combined influence of green recruitment and green training on green employee performance, particularly concerning sustainable outcomes.

Inconsistencies in empirical findings related to the influence of GHRM practices, especially green recruitment and green training, on environmentally-based employee behavior and performance highlight the need for further testing. On the relationship between green recruitment and Employee Green Behavior, Rahmawati (2021) reported a positive influence, while Marlinah (2024) found no significant effect. This discrepancy suggests that environment-based recruitment does not necessarily directly shape employee green behavior. Similarly, research on the influence of green recruitment and green training on employee performance has produced divergent results: Anindyah and Nugroho (2023) reported significant effects, while Sari (2025) did not. This indicates that the effectiveness of GHRM practices in improving employee performance depends on specific organizational contexts.

Differences were also observed in the relationship between green training and employee green performance. Pham et al. (2020) concluded that green training contributes to improved employee green performance, but Hesti (2025) found no significant effect, suggesting that success depends heavily on the quality of implementation and internalization of sustainability values. Regarding the mediating role of organizational value alignment, Zulfa and Handayani (2022) showed significant mediation between green recruitment and employee performance, whereas Diah Septya Sari (2025) did not, indicating inconsistent explanatory power. Additional studies similarly reported varied findings (Diah Septya Sari, 2025; Hana, 2024; Susita, 2020; Wijayanti & Azzuhri, 2024), reinforcing the need for further investigation.

Based on the above phenomena, the author is interested in conducting research entitled The Effect of Green Recruitment and Green Training on Employee Sustainable Performance through Employee Green Behavior (Study on Education Personnel at Mercu Buana University Jakarta). This research is motivated by challenges related to low employee sustainable

performance, which hinders organizations from achieving sustainable competitive advantage. Limited implementation of green recruitment and training programs, coupled with incomplete formation of Employee Green Behavior, highlights the research gap.

The purpose of this study is to analyze the influence of Green Recruitment and Green Training on Employee Sustainable Performance, assess the influence of Employee Green Behavior on sustainable performance, evaluate the relationship between green HRM practices and Employee Green Behavior, and determine the mediating role of Employee Green Behavior. Theoretically, this study is expected to strengthen GHRM theory by providing empirical evidence on the influence of green recruitment and training mediated by Employee Green Behavior. Practically, it provides guidance for Mercu Buana University management in formulating environmentally oriented recruitment and training strategies, fostering a green organizational culture, and supporting sustainable employee performance individually and collectively, as well as serving as a reference for further studies on GHRM implementation in higher education and public sector organizations.

METHOD

This research employs a quantitative approach with a descriptive method to objectively describe phenomena and analyze the relationships between variables. Data were obtained through surveys using questionnaires, as well as secondary data from Mercu Buana University employee performance assessment reports and other sources related to environmental and sustainability issues. This study examines the influence of Green Recruitment and Green Training on Employee Sustainable Performance, with Employee Green Behavior serving as a mediating variable. The independent variables are Green Recruitment (X1) and Green Training (X2), the dependent variable is Employee Sustainable Performance (Y), and the mediating variable is Employee Green Behavior (M). Variable operationalization was carried out using measurable indicators to ensure validity and reliability, with a Likert scale of 1–5 applied in the questionnaire.

The research population comprised 274 education staff at Mercu Buana University, from which a sample of 163 employees was selected using probability sampling techniques based on the Slovin formula. Data collection was conducted through literature studies and electronic questionnaires. The instrument was tested for validity using Pearson correlation and for reliability using Cronbach's Alpha and Composite Reliability to ensure consistency and accuracy of measurements.

Data analysis includes descriptive statistics and the use of Structural Equation Modeling (SEM) and Partial Least Squares (PLS) to evaluate direct and indirect relationships between variables. Model evaluation includes assessments of convergent validity, discriminant validity, construct reliability, as well as structural model evaluation using R^2, f^2, Q^2, and hypothesis testing at a significance level of 5%. Mediation testing is performed using Variance Accounted For (VAF) to determine whether the mediation effect is full, partial, or non-existent.

RESULTS AND DISCUSSION

Data Analysis Results

1. Partial Least Square Analysis Results

This research model uses the Partial Least Square (PLS) method and is assisted by SmartPLS software version 4.0.9.9. The data processing technique with Partial Least Square (PLS) has 2 (two) stages to assess the Fit Model of a study, namely Outer Model Analysis (Measurement Model) and Inner Model (Structural).

a. Evaluation of Measurement Models (Outer Model)

The outer model test is intended to bolt the specification of the relationship between latent variables and their indicators. Evaluation of the measurement model is carried out to assess the validity and reality of the model.

1. Validity Test

   Validity testing in PLS consists of convergent validity and discriminant validity and Average Extracted (AVE)

   1) Convergent validity

      Convergent validity testing was carried out by analyzing the value of outer loading and Average Variance Extracted (AVE).

      a. Outer Loading

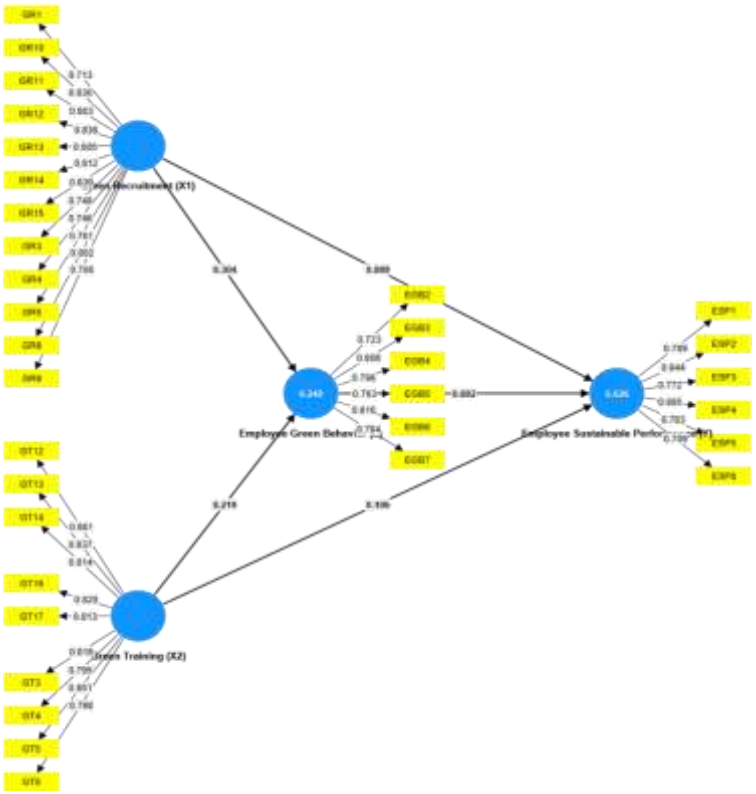

Figure 1. Loading Factor values after stage 3 modification

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Table 1. Loading Factor Values after Stage 3 Modification

Variabel	Indicator	Loading Factor	Remarks
Green Recruitment (X1)	GR1	0.713	Valid

	GR10	0.836	Valid
	GR11	0.803	Valid
	GR12	0.838	Valid
	GR13	0.805	Valid
	GR14	0.812	Valid
	GR15	0.839	Valid
	GR3	0.748	Valid
	GR4	0.746	Valid
	GR5	0.761	Valid
	GR8	0.802	Valid
	GR9	0.700	Valid
Green Training (X2)	GT12	0.861	Valid
	GT13	0.837	Valid
	GT14	0.814	Valid
	GT16	0.829	Valid
	GT17	0.813	Valid
	GT3	0.818	Valid
	GT4	0.795	Valid
	GT5	0.851	Valid
	GT6	0.798	Valid
Employee Green Behavior (Z)	EGB2	0.723	Valid
	EGB3	0.808	Valid
	EGB4	0.798	Valid
	EGB5	0.763	Valid
	EGB6	0.816	Valid
	EGB7	0.784	Valid
Employee Sustainable Performance (Y)	ESP1	0.789	Valid
	ESP2	0.844	Valid
	ESP3	0.772	Valid
	ESP4	0.885	Valid
	ESP5	0.783	Valid
	ESP8	0.709	Valid

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on the results of the re-estimation in Phase 3 Modification, as presented in Figure 4.4 and Table 1, all indicators of the variables Green Recruitment (X1), Green Training (X2), Employee Green Behavior (Z), and Employee Sustainable Performance (Y) have external loading values above 0.70. This indicates that each indicator has a strong correlation with the construct it measures and adequately represents the corresponding latent variable. The indicator with the highest loading factor was ESP4 at 0.885, followed by GT12 at 0.861, GR15 at 0.839, and EGB6 at 0.816, showing that these indicators contribute most dominantly to shaping each research variable.

In general, the indicators for Green Recruitment and Green Training display relatively high and consistent loading values, as do the indicators for Employee Green Behavior and Employee Sustainable Performance, indicating that the measurement structure in this third

stage is more stable than in previous stages. Therefore, the resulting measurement model satisfies the criteria for convergent validity and is suitable for use in further analysis.

b. Averege Variance Extracted (AVE)

The output of the estimated Averege Variance Extracted (AVE) is shown in table 2. The variable is said to be valid if it has an Averege Variance Extracted (AVE) value of > 0.50.

Table 2. AVE Convergent Validity Test Results

Variabel	Average variance extracted (AVE)	Remarks
Green Recruitment (X1)	0.613	Valid
Green Training (X2)	0.638	Valid
Employee Green Behavior (Z)	0.616	Valid
Employee Sustainable Performance (Y)	0.679	Valid

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on the results of the convergent validity test using the Average Variance Extracted (AVE) value in Table 2, all variables have an AVE value above the minimum limit of 0.50. These results show that each construct is able to adequately explain the variance of the indicators. Thus, all variables in this study have met the convergent validity criteria and can be continued at the next stage of analysis.

2) Discriminant Validity

a. Akar Kuadrat AVE (Fornell–Larcker)

Table 3. Akar Kuadrat AVE (Fornell-Larcker)

	Employee Green Behavior (Z)	Employee Sustainable Performance (Y)	Green Recruitment (X1)	Green Training (X2)
Employee Green Behavior (Z)	0.783			
Employee Sustainable Performance (Y)	0.775	0.799		
Green Recruitment (X1)	0.483	0.505	0.785	
Green Training (X2)	0.468	0.498	0.818	0.824

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 3, the square root values of AVE for Employee Green Behavior (0.783), Employee Sustainable Performance (0.799), Green Recruitment (0.785), and Green Training (0.824) are all greater than the correlation values between constructs in the same row and column. This suggests that each construct has a stronger ability to explain its own indicators compared to its relationship to other constructs, so the model has demonstrated adequate construct separation based on the Fornell–Larcker criteria.

b. Cross Loading

All indicators in the variables Employee Green Behavior (Z), Employee Sustainable Performance (Y), Green Recruitment (X1), and Green Training (X2) have the highest loading values in their respective constructs compared to other constructs. This shows that each indicator is stronger in explaining the variables it measures compared to other variables in the model, so that the separation between constructs in this study has been clearly formed.

c. Heterotrait–Monotrait Ratio (HTMT)

Tabel 4. Heterotrait–Monotrait Ratio (HTMT)

	Employee Green Behavior (Z)	Employee Sustainable Performance (Y)	Green Recruitment (X1)	Green Training (X2)
Employee Green Behavior (Z)				
Employee Sustainable Performance (Y)	0.872			
Green Recruitment (X1)	0.517	0.537		
Green Training (X2)	0.504	0.535	0.860	

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 4, the HTMT value between Employee Green Behavior and Employee Sustainable Performance is 0.872, between Employee Green Behavior and Green Recruitment is 0.517, between Employee Green Behavior and Green Training is 0.504, and between Employee Sustainable Performance and Green Recruitment is 0.537, between Employee Sustainable Performance and Green Training by 0.535, and between Green Recruitment and Green Training by 0.860. All of these values are below the 0.90 limit so they are within the acceptable range.

2. Reality Test

Reliability testing is performed to ensure the level of internal consistency of the indicator in measuring the same construct. In this study, reliability was measured using Cronbach's Alpha and Composite Reliability (CR) values. Both measures are used to assess the extent to which indicators in each variable are able to provide consistent results in the research model.

1. Cronbach’s Alpha

Tabel 5. Cronbach’s Alpha

	Cronbach's alpha	Remarks
Employee Green Behavior (Z)	0.874	Reliabel
Employee Sustainable Performance (Y)	0.885	Reliabel
Green Recruitment (X1)	0.943	Reliabel
Green Training (X2)	0.941	Reliabel

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 5, Cronbach's Alpha value for Employee Green Behavior is 0.874, Employee Sustainable Performance is 0.885, Green Recruitment is 0.943, and Green Training is 0.941. All of these values are above the minimum limit of 0.70, thus indicating that each construct has a good level of internal consistency.

2. Composite Reliability (CR)

Tabel 6. Composite Reliability (CR)

	Composite reliability (rho_c)	Remarks
Employee Green Behavior (Z)	0.904	Reliabel
Employee Sustainable Performance (Y)	0.913	Reliabel
Green Recruitment (X1)	0.950	Reliabel
Green Training (X2)	0.950	Reliabel

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 6, the Composite Reliability (rho_c) value for Employee Green Behavior is 0.904, Employee Sustainable Performance is 0.913, Green Recruitment is 0.950, and Green Training is 0.950. All of these values are above the minimum limit of 0.70, which indicates that each construct has a good level of reliability and is consistent in measuring the variables under study.

b. Evaluation of Structural Models (Inner Models)

Structural model evaluation (inner model) was carried out to analyze the relationship between latent variables in the research model. This test aims to see the strength of influence between constructs as well as the model's ability to explain endogenous variables. The evaluation of the structural model in this study includes testing the values of R-Square (R^2), F-Square (f^2), Q-Square (Q^2), and hypothesis testing through bootstrapping analysis.

1. Coefficient of Determination (R-Square)

Table 7. Coefficient of Determination (R-Square)

	R-square	R-square adjusted
Employee Green Behavior (Z)	0.249	0.240
Employee Sustainable Performance (Y)	0.626	0.619

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 7, the R-Square value for Employee Green Behavior is 0.249 and Employee Sustainable Performance is 0.626. This shows that the independent variables in the model were able to explain 24.9% of the variation in Employee Green Behavior and 62.6% of the variation in Employee Sustainable Performance, while the rest were influenced by other factors outside the study model.

2. Effect Size (f-square)

Tabel 8. Effect Size (f-square)

	Employee Green Behavior (Z)	Employee Sustainable Performance (Y)	Green Recruitment (X1)	Green Training (X2)
Employee Green Behavior (Z)		0.935		
Employee Sustainable Performance (Y)				
Green Recruitment (X1)	0.041	0.007		

Green Training (X2)	0.021	0.010

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 8, the f^2 values indicate that the influence of Employee Green Behavior on Employee Sustainable Performance is 0.935, which falls into the large category. In contrast, the effect of Green Recruitment on Employee Green Behavior is 0.041 and on Employee Sustainable Performance is 0.007, while the effect of Green Training on Employee Green Behavior is 0.021 and on Employee Sustainable Performance is 0.010; all of these are classified as small. These results demonstrate that the greatest contribution to the model comes from the relationship between Employee Green Behavior and Employee Sustainable Performance.

3. Predictive Relevance (Q-square)

Tabel 9. Predictive Relevance (Q-square)

	Q^2predict
Employee Green Behavior (Z)	0.213
Employee Sustainable Performance (Y)	0.246

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on Table 9, the Q^2 predict value for Employee Green Behavior is 0.213 and Employee Sustainable Performance is 0.246. Both values are greater than zero, which indicates that the model has predictive ability of the endogenous variables in this study. Thus, structural models have adequate predictive relevance.

4. Uji Hypothesis

Hypothesis testing in this study was carried out to determine the significance of the relationship between variables in the structural model. The test was carried out using the bootstrapping procedure on SmartPLS to obtain path coefficients, t-statistical values, and p-values. The results of this test are used to determine whether the relationships between the variables proposed in the research hypothesis are supported by empirical data. The results of bootstrapping testing on structural models are shown in the following figure.

Figure 2. T-Statistics (Boostrapping) Test Results
Data processing results using SmartPLS 4.0.9.9, 2026

Table 10. T-Statistic Results (Boostrapping)

	Deskripsi Hypothesis	Original sample (O)	T-statistics	P-value	Ket
H1	GR (X1) -> ESP (Y)	0.089	0.807	0.210	Positive and insignificant
H2	GT (X2) -> ESP (Y)	0.106	0.983	0.163	Positive and insignificant
H3	EGB (Z) -> ESP (Y)	0.682	10.535	0.000	Positive and significant
H4	GR (X1) -> EGB (Z)	0.304	2.526	0.006	Positive and significant
H5	GT (X2) -> EGB (Z)	0.219	1.762	0.039	Positive and significant
H6	GR (X1) -> EGB (Z) -> ESP (Y)	0.207	2.434	0.007	Positive and significant
H7	GT (X2) -> EGB (Z) -> ESP (Y)	0.149	1.736	0.041	Positive and significant

Source: Data processing results using SmartPLS 4.0.9.9, 2026

Based on the results of the bootstrapping test, Green Recruitment (X1) and Green Training (X2) did not have a significant effect on Employee Sustainable Performance (ESP), with p-values of 0.210 and 0.163 (>0.05), respectively; thus, H1 and H2 are positive but insignificant. In contrast, Employee Green Behavior (Z) had a positive and significant effect on ESP, with a coefficient of 0.682 and a p-value of 0.000, making H3 positive and significant.

Green Recruitment (X1) and Green Training (X2) were found to have a significant effect on Employee Green Behavior (Z), with p-values of 0.006 and 0.039, respectively; hence, H4 and H5 are positive and significant. Additionally, there is an indirect influence of Green Recruitment and Green Training on ESP through Employee Green Behavior, with p-values of

0.007 and 0.041, indicating that H6 and H7 are also positive and significant. These findings suggest that improving ESP is more effectively achieved through the formation of Employee Green Behavior as a mediating variable.

Influence Green Recruitment against Employee Sustainable Performance

The first hypothesis posited that Green Recruitment has a positive effect on Employee Sustainable Performance. However, the results of this study indicate that Green Recruitment does not have a significant effect on Employee Sustainable Performance. This suggests that recruitment processes incorporating environmental values have not directly translated into improved sustainable performance among education personnel. Theoretically, Green Recruitment should attract individuals with environmental awareness, thereby enhancing sustainable performance. In the context of this study, however, sustainable performance appears to be more influenced by actual behavioral factors in the workplace than by the values introduced during recruitment. In other words, the presence of environmental values at the selection stage does not necessarily result in sustainable work performance without reinforcement through training and the development of Employee Green Behavior.

These findings are consistent with Marlinah (2024), who reported that Green Recruitment does not have a significant effect on Employee Green Behavior, and with Sari (2025), which found that green recruitment practices have not directly impacted employee performance. This indicates that environment-based recruitment alone is insufficient to shape performance outcomes without the support of consistent value internalization mechanisms and an aligned organizational system.

Conversely, these results differ from Rahmawati (2021) and Zulfa and Handayani (2022), who found that Green Recruitment significantly affects employee behavior and performance through alignment with organizational values. These differences are likely attributable to variations in organizational context and the maturity of Green HRM implementation. In organizations with established sustainability systems, green recruitment can directly strengthen performance, whereas in educational institutions, such as in this study, its influence appears more indirect, mediated through the formation of Employee Green Behavior.

Empirically, these outcomes can be explained by field conditions at Mercu Buana University, where the implementation of green recruitment has not been fully optimized. Pre-survey results indicate that green recruitment practices are implemented at a moderate level, ranging from 61% to 72%, which may explain the lack of a direct impact on Employee Sustainable Performance. Moreover, DP3K data, ranging from 3.40 to 4.60, reveal performance gaps among work units, suggesting that sustainability-based practices have not been applied consistently across the organization.

Influence Green Training against Employee Sustainable Performance

The second hypothesis posited that Green Training has a positive effect on Employee Sustainable Performance. However, the results of this study indicate that Green Training does not have a significant effect on Employee Sustainable Performance. These findings suggest that environmentally focused training provided to education personnel has not directly translated into improved sustainable performance. Conceptually, Green Training should enhance employees' environmental knowledge and skills, thereby increasing efficiency,

productivity, and ecological responsibility in their work. In the context of this study, however, competency improvement through training alone does not appear strong enough to directly drive sustainable performance without actual behavioral changes in the workplace. In other words, training by itself has not automatically been internalized into sustainable work practices.

These findings are consistent with Hesti (2025), who reported that Green Training does not have a significant effect on employee green performance, and with Sari (2025), which found that GHRM practices do not necessarily directly impact employee performance. This indicates that the effectiveness of Green Training is highly dependent on consistent implementation, organizational support, and the extent to which training materials are applied in daily work activities.

Conversely, these results differ from Pham et al. (2020) and Anindyah & Nugroho (2023), who found that Green Training positively and significantly affects employee performance. Such differences are likely influenced by variations in organizational characteristics and the intensity of training programs. In organizations with structured sustainability systems, green training can directly improve performance. In the context of educational institutions, however, the effect of Green Training on sustainable performance tends to be indirect and stronger when mediated by Employee Green Behavior.

Empirically, the findings suggest that Green Training has not had a direct impact on Employee Sustainable Performance because its implementation has been uneven and suboptimal. Pre-survey results indicate that environmentally friendly training is implemented at approximately 50%. Additionally, some work units have DP3K values below 4.00, indicating that the impact of training on continuous performance improvement has not been fully realized, particularly because training outcomes have not yet been consistently applied in daily work activities.

Influence Employee Green Behavior against Employee Sustainable Performance

The third hypothesis states that Employee Green Behavior has a positive effect on Employee Sustainable Performance. The results of the study show that Employee Green Behavior has a positive and significant effect on Employee Sustainable Performance. This indicates that the higher the green behavior shown by education personnel, the higher the sustainable performance produced. Theoretically, behaviors such as energy conservation, waste reduction, compliance with environmental policies, as well as participation in green programs directly reflect the individual's contribution to the economic, social, and environmental dimensions of sustainable performance. These findings also reinforce AMO's theory, that when employees have the ability, motivation, and opportunity to behave in an environmentally friendly manner, those behaviors will have a real impact on sustainable performance improvement.

The results of this study are in line with the findings of Pham et al. (2020) and Tariq, Abbas & Abrar (2022) who stated that employee green behavior has a significant effect on the green performance and sustainability performance of the organization. Zafar, Shen & Shahzad's (2022) research also confirms that Employee Green Behavior is an important factor in improving sustainability performance, because organizational environmental policies will be effective if implemented through real employee behavior in daily work activities.

This finding is in contrast to several studies that state that green behavior does not necessarily have a direct impact on performance if it is not supported by an adequate organizational system. However, in the context of this study, organizational support and a work culture that is relatively supportive of sustainability practices allows employees' green behavior to directly contribute to the improvement of Employee Sustainable Performance. This shows that individual behavior plays a central role as the main driver of the success of the Green Human Resource Management strategy in educational institutions.

Influence Green Recruitment against Employee Green Behavior

The fourth hypothesis states that Green Recruitment has a positive effect on Employee Green Behavior. The results of the study show that Green Recruitment has a positive and significant effect on Employee Green Behavior. This shows that the recruitment process that incorporates sustainability values, the use of digital methods (paperless), and the selection of candidates with an environmental orientation is able to encourage the formation of green behavior in education personnel. Theoretically, these findings are in line with the Resource-Based View (RBV) approach, that organizations that recruit individuals with ecological value from the beginning will have human resources that more easily internalize green culture. In addition, in the perspective of AMO theory, green recruitment improves the capability aspect because the organization has selected individuals who have environmental awareness and competence from the start.

The results of this study are in line with the findings of Rahmawati (2021) and Susita (2020) who stated that Green Recruitment has a significant effect on Employee Green Behavior. The study confirms that the selection process based on environmental values can shape the tendency of environmentally friendly behavior in the workplace. When the recruited candidate has a commitment to sustainability, the process of adapting to the organization's green policies and programs becomes easier.

However, these results are different from the research of Marlinah (2024) and Wijayanti and Azzuhri (2024) which found that Green Recruitment does not have a significant effect on Employee Green Behavior. This difference is likely influenced by the level of consistency in the implementation of Green HRM practices in each organization. In the context of this study, the existence of organizational support and a work culture that is sufficiently supportive of sustainability allows Green Recruitment to significantly contribute to the formation of green behavior of education personnel.

Influence Green Training with Employee Green Behavior

The fifth hypothesis states that Green Training has a positive effect on Employee Green Behavior. The results of the study show that Green Training has a positive and significant effect on Employee Green Behavior. These findings show that training that focuses on environmentally friendly practices, resource use efficiency, and increased ecological awareness is able to encourage the formation of green behavior in education personnel. Theoretically, from the perspective of AMO theory, Green Training increases the ability and motivation of employees to understand and implement sustainability practices in the workplace. When employees acquire adequate environmental knowledge and skills, they are

more likely to exhibit behaviors such as energy conservation, waste reduction, and participation in an organization's environmental programs.

The results of this study are in line with the findings of Pham et al. (2020) and Susita (2020) who stated that Green Training has a significant effect on employees' green behavior. The research confirms that structured and ongoing environmental training can strengthen an individual's commitment to environmentally friendly work practices. In addition, research by Diah Septya Sari (2025) also shows that green training practices are able to improve employee environment-based behavior and performance.

However, these results are different from the research of Hesti (2025) and Wijayanti and Azzuhri (2024) which found that Green Training does not have a significant effect on Employee Green Behavior. The difference in results is likely due to variations in the intensity and quality of training provided in each organization. In the context of this study, green training accompanied by policy and organizational culture support allows training materials to be more easily applied in daily work activities, thus having a real impact on the formation of Employee Green Behavior.

Influence Green Recruitment against Employee Sustainable Performance through Employee Green Behavior

The sixth hypothesis states that Employee Green Behavior mediates the positive influence of Green Recruitment on Employee Sustainable Performance. The results of the study show that the indirect influence of Green Recruitment on Employee Sustainable Performance through Employee Green Behavior has a positive and significant effect. These findings show that Green Recruitment does not directly improve sustainable performance, but is able to encourage the formation of green employee behavior which further has an impact on increasing Employee Sustainable Performance. In other words, Employee Green Behavior acts as a liaison mechanism that explains how a recruitment process based on environmental values can contribute to sustainable performance. Theoretically, this is in line with the AMO theory, that the initial ability brought through the selection process needs to be realized in real behavior in order to produce performance outcomes.

The results of this study are in line with the findings of Zulfa and Handayani (2022) who show that the suitability of organizational values mediates the influence of Green Recruitment on employee performance. In addition, Zafar, Shen & Shahzad's (2022) research also confirms that employees' green behavior acts as a mediator between Green HRM practices and organizational sustainability performance. The findings reinforce that the success of green recruitment policies is highly dependent on the extent to which these values are internalized in daily work behavior.

However, these results are different from Marlinah's (2024) research which did not find a significant influence between Green Recruitment and Employee Green Behavior, so a mediation path was not formed. This difference is likely due to differences in the level of consistency in Green HRM implementation in each organization. In the context of this study, organizational support and a work culture that is relatively supportive of sustainability practices allows Employee Green Behavior to effectively bridge the relationship between Green Recruitment and Employee Sustainable Performance.

Influence Green Training against Employee Sustainable Performance through Employee Green Behavior

The seventh hypothesis states that Employee Green Behavior mediates the positive influence of Green Training on Employee Sustainable Performance. The results of the study show that the indirect influence of Green Training on Employee Sustainable Performance through Employee Green Behavior has a positive and significant effect. These findings indicate that Green Training does not directly improve sustainable performance, but is able to shape green employee behavior which ultimately has an impact on improving Employee Sustainable Performance. Thus, environmentally sound training becomes effective when the knowledge and skills gained are actually implemented in the form of daily work behavior. Conceptually, this is in line with the AMO theory, that increasing ability and motivation through training will produce performance if it is manifested in real behavior.

The results of this study are in line with the findings of Pham et al. (2020) and Zafar, Shen & Shahzad (2022) who stated that employee green behavior acts as a mediator between Green HRM practices and organizational sustainability performance. The study confirms that green training will be more effective in improving performance if it is able to encourage changes in individual behavior in work activities. In addition, Diah Septya Sari (2025) also showed that Green HRM practices have an impact on environment-based performance through employee behavior mechanisms.

However, this result is different from Hesti (2025) research which did not find a significant influence of Green Training on employee green performance, so a mediation path was not formed. These differences are likely influenced by variations in training quality, levels of organizational support, and consistency in environmental policy implementation. In the context of this study, the existence of policy support and a work culture that is relatively supportive of sustainability practices allows Employee Green Behavior to effectively bridge the relationship between Green Training and Employee Sustainable Performance.

CONCLUSION

Based on the results of this study, although Green Recruitment and Green Training do not always have a direct significant effect on Employee Sustainable Performance, the role of Employee Green Behavior is pivotal in enhancing sustainable performance. Environmentally friendly behavior mediates the relationship between green recruitment and training and sustainable performance. Therefore, Mercu Buana University Jakarta is advised to not only focus on environmentally oriented selection and training but also to strengthen the internalization of sustainability values through mentoring, recognition programs, supporting facilities, and practical training to ensure that employees' green behavior is effectively formed.

Furthermore, the evaluation of the Green Training program should emphasize hands-on practice and simulation to ensure its effectiveness. For future research, it is recommended to include additional variables such as green leadership, environmental awareness, and sustainable organizational culture, as well as to expand the research object to various organizational sectors and universities. This would provide a more comprehensive understanding of the factors that drive employee behavior in reducing the environmental impact of daily work activities.

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