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**SUSTAINABLE TALENT:  
ADDRESSING TRAINING CHALLENGES THROUGH EFFECTIVE  
MANAGEMENT IN GREEN HUMAN RESOURCES – A CASE STUDY**



UNIVERSITY OF ALGARVE  
FACULTY OF ECONOMICS  
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**SUSTAINABLE TALENT:  
ADDRESSING TRAINING CHALLENGES THROUGH EFFECTIVE  
MANAGEMENT IN GREEN HUMAN RESOURCES – A CASE STUDY**

**Master in Management**

Internship Report made under the supervision of:

Professor Maria Helena Guita de Almeida (Faculty of Economy, University of Algarve)

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UNIVERSITY OF ALGARVE  
FACULTY OF ECONOMICS  
2023/2024

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Sustainable Talent: Addressing Training Challenges Through Effective Management in  
Green Human Resources – A Case Study

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I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are included in the listing of references.

Mélanie CARVALHO NEVES

.....

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## Abstract

**Purpose** – I decided to do an internship in the human resources training and development department, during my internship I noticed that the green human resources management is not a thematized topic. Since this internship was the final project experience for the master's degree in management, the internship report and the project should support each other and assess a new need for the company. For that reason, the management problem that I would like to address during the internship in human resources, training and development department, is to address training challenges through effective management in green human resources.

As the world is in constant evolution, the application of the "green" idea to human resource management, which is crucial for achieving both competitive advantage and environmental goals, is more and more current. It is known as "green human resource management" (GHRM). The purpose of this study is to identify current challenges faced by the human resources, training and development department, to analyze the situation of green human resource management and to improve the effectiveness of the company.

**Design/ methodology/ approach** – The research was conducted in three phases. In the first phase, a preliminary study was carried out to identify the training and development challenges through the last 10 years. In the second phase, a bibliometric study was carried out to study the GHRM. Last but not least, a questionnaire was created based on the research made.

**Findings** – The study found a significant increase in yearly article publications, with India being the most cited country. Despite most articles having multiple authors, co-authorship was distinct and unrelated. Key themes included human resources management, sustainability, and environmental management. A structured questionnaire derived and can be used for further research.

**Future research/ limitations** – We recommend replicating our methodology in different sectors and conducting interviews with environmental officers and managers. Our study was limited by a lack of prior research on GHRM, particularly in training and development, and by time constraints.

**Keywords:** Green human resources management, Training and development challenges, Sustainable organizational development, Effective management

## Resumo

Tendo em conta o tema quente do comportamento ecológico e o meu interesse pelos recursos humanos, decidi concluir o meu mestrado com um estágio. Este estágio vai ajudar-me a pôr em prática e a desenvolver as minhas competências técnicas com base no apoio teórico dos anos letivos anteriores. Este estágio decorreu no departamento de Formação e Desenvolvimento de Recursos Humanos da Merbag S.A., entre 18 de setembro de 2023 e 15 de março de 2024. Com uma duração de 6 meses, o que corresponde a 919,68 horas. Merbag significa "**Mercedes-Benz Automobil AG**" e é a marca da empresa suíça Merbag Holding AG, cujas raízes em Zurique remontam a 1912. Atualmente, o grupo está ativo em toda a Europa com 21 empresas independentes nos sectores automóvel e imobiliário. A Mercedes-Benz é um dos principais representantes na Europa - com 28 localizações na Suíça, 6 em Itália, 5 no Luxemburgo, 6 na área da Grande Viena e 6 localizações na Alemanha. Cerca de 3.000 colaboradores asseguram diariamente a satisfação dos clientes com o seu empenho, conhecimentos e experiência. Este estágio foi realizado sob supervisão de Hannah Niederprüm, colaboradora do departamento de formação e desenvolvimento da Merbag S.A. e Helena Almeida, da Faculdade de Economia da Universidade do Algarve. Uma vez que este estágio foi a experiência de projeto final para o mestrado em gestão, o relatório de estágio e o projeto devem apoiar-se mutuamente e avaliar uma nova necessidade para a empresa. Por essa razão, o problema de gestão que gostaria de abordar durante o estágio no departamento de recursos humanos, formação e desenvolvimento, é o de enfrentar os desafios da formação através de uma gestão eficaz dos recursos humanos verdes. No mundo empresarial competitivo de hoje, a formação em gestão de recursos humanos dota os empregados das competências de que necessitam para as suas funções e para além delas. Por outro lado, os trabalhadores satisfeitos estão mais empenhados nas oportunidades de formação, que têm impacto não apenas na sua vida profissional atual como também que abranja a sua carreira em geral. Adicionalmente, a globalização coloca desafios à implementação eficaz da formação, os quais são agravados por questões relacionadas nomeadamente com a gestão de talentos, lacunas intergeracionais e responsabilidades ambientais. Na atualidade, vemos métodos de trabalho à distância com benefícios relevantes como a redução das emissões de carbono e a melhoria das competências. E observamos também que os programas de formação em realidade virtual (RV) são mais promissores do que os métodos tradicionais. Todos estes pressupostos justificam uma avaliação eficaz das necessidades de formação de molde a evitar o desperdício de tempo e recursos, mesmo sabendo que a manutenção do equilíbrio entre custos e benefícios não pode ser

menosprezado. Deste modo, nasceu a necessidade de avaliar a integração de práticas ambientalmente conscientes na formação e desenvolvimento, de forma a melhor conhecer os seus desafios e a explorar a sua eficácia. O objetivo deste relatório visa descrever as atividades diárias que foram desenvolvidas no âmbito do meu estágio académico e a realização de um estudo bibliométrico para melhor conhecer o domínio de publicações científicas e identificar os desafios e as práticas em vigor que apoiam a gestão ecológica dos recursos humanos. O projeto de investigação compreendeu três fases. Na primeira fase, foi efetuado um estudo preliminar para identificar os desafios da formação e desenvolvimento. A partir da pesquisa dos termos "human resources challenges" e "challenges training and development" no WoS, obtivemos um total de 3.557 publicações. Após a aplicação dos critérios de elegibilidade, obtivemos um total de 89 artigos. Após a análise dos artigos e a exclusão dos artigos não relevantes, sobraram 12 artigos que foram objeto de análise. Na segunda fase, foi efetuado um estudo bibliométrico para estudar a gestão verde dos recursos humanos. Para o estudo bibliométrico, foi utilizado o programa estatístico R Studio e o pacote Bibliometrix R incluído no Biblioshiny versão 4.2.3. Foi criado um resumo dos dados que incluía estatísticas bibliométricas e descritivas, bem como avaliações de fontes, autores, citações, palavras-chave e palavras-chave-plus, bem como colaboração e crescimento anual de publicações. Limitámos o período de tempo a considerar apenas a evolução dos últimos 10 anos, uma vez que os recursos humanos ecológicos são um tema recente. Além disso, decidimos terminar a investigação no ano de 2023, uma vez que é o último ano concluído para este estudo. Foram inicialmente obtidos 539 artigos do WoS utilizando as frases de pesquisa "Green Human Resources" e "Training and Development". Foram encontradas 21 publicações que cumpriam os requisitos de elegibilidade. Por último, mas não menos importante, com base nestes estudos, foi criado um questionário que identifica as práticas dos recursos humanos ecológicos em matéria de formação e desenvolvimento. O estudo revela um aumento notável nas publicações anuais de artigos, com uma taxa de crescimento de 21,48%. Dos 62 autores, apenas três são autores individuais, com uma média de 2,95 co-autores por artigo. A autoria múltipla foi responsável por 38,1% das publicações. A Índia surgiu como o país mais citado, seguida da França. Até 17 de janeiro de 2024, foi registado um total de 767 citações, com uma média de 36,52 citações por artigo. Dos 21 artigos analisados, foram indexadas 91 palavras-chave e 79 palavras-chave-plus, com "Human resources management (HRM)" a ocupar o lugar mais alto, seguido de "sustainability", "environmental management", "framework" e "performance". Foram identificados dois grupos principais no quadro concetual, ambos relacionados com o desempenho. A análise da rede de co-citações revelou autores interconectados, enquanto a

análise da estrutura social mostrou autores que colaboram em tópicos especializados. A coautoria foi considerada distinta e não relacionada. Os temas principais incluíram gestão de recursos humanos, sustentabilidade e gestão ambiental. Foi elaborado um questionário estruturado que pode ser utilizado em futuras investigações. Este questionário permitirá identificar as práticas de recursos humanos ecológicos em vigor, no departamento de formação e desenvolvimento. Recomenda-se a realização de investigação futura sobre este tema com a mesma metodologia noutras empresas/sector de atividade. Realizar entrevistas com o questionário resultante com o departamento de recursos humanos, mas também com o responsável ambiental e os gestores.

**Palavras-chave:** Gestão de recursos humanos ecológicos, Desafios de formação e desenvolvimento, Desenvolvimento organizacional sustentável, Gestão eficaz

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## **ABBREVIATIONS LIST**

<b>GHRM</b>	Green Human Resources Management
<b>VR</b>	Virtual Reality
<b>WoS</b>	Web of Science
<b>HRM</b>	Human Resources Management
<b>HR</b>	Human Resources
<b>CEO</b>	Chief Executive Officer
<b>INFPC</b>	Institut National pour le développement de la Formation Professionnelle Continue
<b>CCSS</b>	Centre Commun de la Sécurité Sociale
<b>CV</b>	Curriculum Vitae
<b>VPN</b>	Virtual Privat Network
<b>SOP</b>	Sustainable Organizational Performance
<b>SME</b>	Small and Medium Enterprises
<b>CDM</b>	Clean Development mechanism
<b>CSR</b>	Corporate Social responsibility

## INTRODUCTION

In today's competitive corporate world, training is a function of human resource management utilized to provide employees with the competences (knowledge, skills, and abilities) needed to achieve performance standards connected with the roles they occupy as well as work problems (Andoh et al., 2022). Employees who are happy and satisfied in their position are more likely to be enthusiastic about the trainings and development options that are offered to them (Buonomo et al., 2022). Humans are constantly seeking to develop their knowledge, trainings will not only impact their professional life but also their private one, for example a training about how to manage stress, might be useful outside the professional environment. But in the face of globalisation, businesses and HR departments in particular, face a number of obstacles when it comes to efficiently administering and executing training initiatives. Among these challenges exist difficulty with talent management, such as difficulties finding and keeping workers, communication gaps across generations, and conflicts between various employee groups. As environmental concerns rise, so does the significance of incorporating sustainable practices into HR, emphasising staff awareness-raising, environmental attitude-building, and skill-building in waste reduction and energy conservation. Enhancing employee awareness and understanding of environmental issues, cultivating a positive attitude, taking a proactive approach to environmental concerns, and developing skills to decrease waste and preserve energy are the goals of green training and development (Zoogah, 2011). Those practices will put all the employees on the same path to achieve the goal of sustainability. Deshpande and Srivastava (2022) study show, that strategies such as working remotely can lower carbon emissions, boost professional skills, and help people manage their time. Virtual reality (VR) training programmes, on the other hand, provide more effective learning opportunities than traditional online and in-person methods (Baiyun et al., 2022). Considering the benefits of these methods, it is important to precisely determine the training requirements in order to prevent inefficient programmes, which may be expensive and time-consuming (Mogea, 2023). Using green HR techniques in training and development is a viable way to deal with these issues and encourage sustainability in businesses. Going forward, it will be important to assess how well certain difficulties are addressed by green HR practices and how much of them have been implemented in training and development.

We have two goals, first to describe the daily activities and validate my hours of internship. Second, to conduct a bibliometric research which enables to identify and analyse training challenges while proposing a green effective management questionnaire, which was created based on the reviewed literature. We intend to assess to what extent green human resources have been applied in training and development to address certain challenges. The questions we aim to answer are as follows: Are green human resources applied in training and development to address certain challenges? What kind of challenges are faced by training and development? Is green human resources applied in training and development to address some challenges?

For the bibliometric study, R Studio, a statistical programme, and the Bibliometrix R package included in Biblioshiny version 4.2.3 were used. This involved creating a summary of the data that included bibliometric and descriptive statistics, as well as assessments of sources, authors, citations, keywords, and keywords-plus, as well as collaboration and annual publication growth. 539 papers were initially obtained from WoS using the search phrases "Green Human Resources" and "Training and Development". 21 publications were found that met the eligibility requirements. The articles in question cover the period from 2013 to 2023, with 2023 showing the highest productivity. Categories that were deemed unnecessary were eliminated because the study's focus was on management-related subjects. The study was improved by applying filters for language, Web of Science categories, document types, and timespan. The output of science showed an upward trend from 2013 to 2023, peaking in 2019. Three journal clusters based on Bradford's Law were also found by the research, demonstrating the influence of different sources. The 21 publications were written by 62 writers, with 2.95 co-authors on average per piece. Remarkably, 3 publications had a single author, whereas 38.1% included collaboration. An analysis of the citations by nation revealed that France, Italy, and India had made major contributions. "Translating Stakeholder Pressures into Environmental Performance – the Mediating Role of Green HRM Practices" by Guerzi et al. (2016) was the most referenced paper within the field. The conceptual framework describes topic clusters related to performance and sustainability, while keyword analysis identified recurrent themes including "sustainability" and "human-resource management". Renwick, Muster, and Boiral were among the notable writers that the co-citation network analysis revealed. The social structure research also revealed patterns of cooperation, particularly between France and Spain.

The structure of this internship report comprises the following:

Chapter 1 starts with a presentation of the company, followed by a description of the human resources department, I included a detailed description of the daily activities during my internship and a description of the strengths and aspects to improve.

Chapter 2 contains the description of the internship project by presenting the framework, methodology, results presentation, bibliometric study, knowledge framework, analysis of articles, questionnaire.

Chapter 3 comprises the results and discussion, conclusions and recommendations.

## **Chapter 1: INTERNSHIP**

This internship took place in the Human Resources Training and Development department at Merbag S.A., between 18 September 2023 and 15 March 2024. With a duration of 6 months which corresponds to 919,68 hours (Annex A). This internship was carried out under supervision of Hannah Niederprüm, employee of training and development Merbag S.A. and Helena Almeida, Faculty of Economics of the University of the Algarve.

### **1. Presentation of the company for the internship.**

Three brilliant engineers who were born in the 19th century, Wilhelm Maybach, Carl Benz, and Gottlieb Daimler, founded the automobile industry with their unwavering commitment to innovation and quality. Daimler laid the foundation for the internal combustion engine with his birth in 1834 and the formation of Daimler-Motoren-Gesellschaft in 1890. Parallel to this, Benz, who was born in 1844, started his adventure. He established Benz & Co. in 1883 and received the first automotive patent in 1886. Maybach (1846–1867) worked closely with Daimler and made a substantial contribution to engine development. Their ground-breaking achievements include the development of the "Grandfather Clock" engine in 1884, marking the birth of the contemporary automobile, and the creation of the world's first motorcycle, the "Daimler Reitwagen," in 1885. Benz's wife, Bertha, played a pivotal role by undertaking the first long-distance journey with a petrol-driven automobile in 1888, showcasing its practicality and reliability. As the automotive industry progressed, milestones such as the introduction of the Mercedes brand in 1901 and the establishment of the iconic

three-pointed star emblem in 1909 symbolized the companies' commitment to innovation and quality. The merger of Daimler-Motoren-Gesellschaft and Benz & Cie. in 1926 led to the formation of Daimler-Benz AG, marking a new chapter in automotive history. Despite obstacles including post-war rebuilding and economic unrest, the business persisted and grew throughout Europe. Merbag Holding AG rose to prominence under the direction of Herbert C. Stüber and subsequently Karin Stüber, as they were known for providing superior Mercedes-Benz and Mercedes-AMG brand sales and servicing. As a living example of the legacy of Daimler, Benz, and Maybach, Merbag demonstrates its dedication to development and innovation by maintaining a consistent brand presence throughout Europe and propelling the automobile industry ahead. Merbag Holding AG, based in Switzerland, operates across Europe with 21 independent companies in the automotive and real estate sectors under the umbrella brand Merbag. Mercedes-Benz is one of the leading representatives in Europe - with 28 locations in Switzerland, 6 in Italy, 5 in Luxembourg, 6 in the greater Vienna area and 6 locations in Germany. Around 3,000 employees ensure satisfied customers every day with their commitment, expertise, and experience. Associated with Mercedes-Benz brands and products through sales and service for 110 years. Their success relies on the quality, the competence, and the honesty.

## **2. Department description**

The CEO of the company in Luxembourg is Eric Bailleul as shown in [Figure 2.1](#). The human resources department is divided in 4 areas, training, payroll, recruitment, and employee management, they are located in Hollerich and are responsible for the 5 subsidiaries in Luxembourg. Merbag S.A. is in Esch-sur-Alzette, Leudelange, Hollerich, Roost and Diekirch. For the training department, 2 employees are responsible for the organization and management of trainings. 3 employees are responsible for the payroll. The recruitment process is done by 2 employees. Last but not least, 1 employee is responsible for the employee management. Jennifer Thomas is the human resources manager, she is responsible for the 4 above mentioned areas of the human resources.

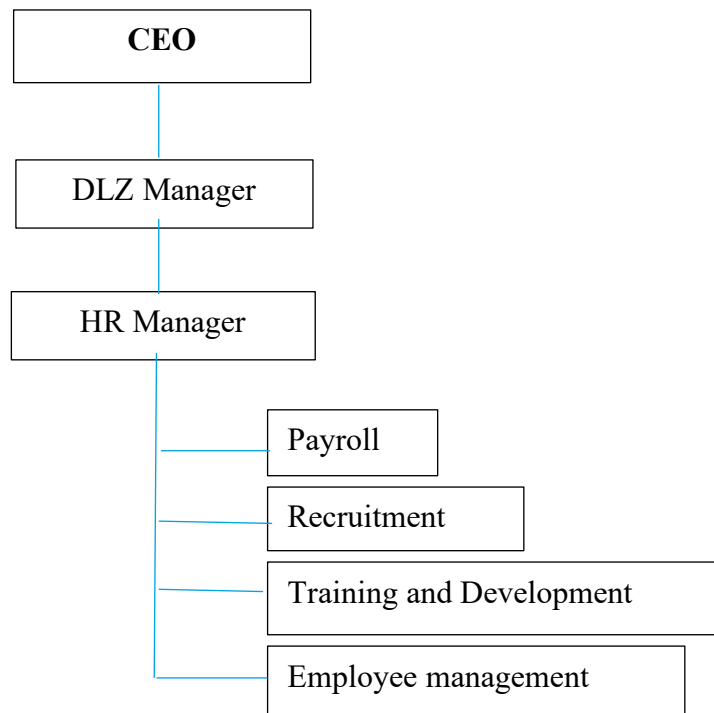


Figure 2.1. Organizational Chart

It might seem that the human resources are divided but, it's a teamwork. The recruitment department needs to inform the training and payroll to ensure that changes such as new employees, internal changes or departures are considered and adapted in the systems. The training department gives a copy of the training's certificates to the recruitment so that they can classify it in the personnel file. The employee management is a crucial task for the payroll department because in case of sickness or holidays, they will enter the information in the tool "Gesper" so that the payroll department has the necessary information to prepare the salary of each employee. The human resources department ensures that the organization complies with employment laws and regulations. They keep abreast of changes in labour laws and update company policies and practices accordingly to minimize legal risks.

- Payroll: The payroll department plays a critical role in ensuring that employees are correctly and timely compensated for their work.

The primary responsibility of the payroll department is to calculate employee wages or salaries based on factors such as hours worked, overtime, bonuses, commissions, and any applicable deductions. This involves collecting and verifying timekeeping records, calculating gross pay, and deducting taxes, benefits, and other withholdings. This includes withholding the correct amount of income tax, social security tax, medical tax, and other applicable taxes from employee pay checks.

They ensure compliance with laws, wage regulations, and company policies related to payroll practices. They are informed about changes in regulations and update payroll processes accordingly, to avoid legal risks and penalties.

They respond to employee inquiries regarding pay checks, tax withholdings, benefits, and other payroll-related matters. They help and support employees who have questions or concerns about their compensation.

- Recruitment: They are responsible for attracting, screening, and hiring qualified candidates for various positions within the organization. This involves creating job descriptions, posting job ads, facilitating the hiring process and prepare the contracts etc. Recruiters support the onboarding and offboarding processes.

The recruiting department works closely with hiring managers and department heads to understand their staffing requirements and determine the skills, qualifications, and experience needed for vacant positions. They use various channels and methods to attract potential candidates, including job boards, social media, professional networking sites, career fairs, and recruitment agencies.

They search for candidates who may not be actively looking for job opportunities but have the required qualifications. Recruiters review resumes, applications, and other candidate files to assess their qualifications, skills, and experience, to evaluate if the candidate fulfils the requirements.

In some companies the recruiters conduct the interviews but for Merbag S.A. the interviews are held by the hiring manager.

- Employee Management: They handle various administrative tasks related to personnel management, such as maintaining employee records, managing time-off requests, and overseeing workplace safety and health initiatives.

- Training and Development: They coordinate training programs to enhance the skills and knowledge of employees. This may involve organizing workshops, seminars, online courses, or arranging for external training opportunities. Detailed information of the daily activities is described in section 3.

### **3. Daily activities during the internship, objectives, procedures, and results**

#### 3.1. Book and organize trainings

##### 3.1.1. Book the training

Objective: Book every type of training needed by any department.

Procedure: After confirmation of the employee's supervisor, we book the requested training for the employee. The trainings are offered by internal or external training providers, which offer different types of trainings.

Training types:

- Face to face
- Webinar
- Digital learning
- E-training

Most of the time, we book trainings on the internal training platform, which can be held in Germany or Belgium. After realizing the booking, we get an email with a booking confirmation. One month before the start of the course, we get an email with an invitation for the trainee. We include the invitation in the training materials email, this email will be sent to the trainee (Annex B).

After the booking, we add a new row in our Excel sheet called "OP" to have an overview of the trainings. The Excel sheet (Annex C) contains different types of information, such as the training code, training provider, training title, first and last name of the trainee, conditions to participate etc. The document contains 3 colors, the white lines are the trainings which need to be booked or are booked but the materials are not prepared. The blue color indicates that the materials are being prepared, as the training date is approaching. We color the line in orange when there is no "to do", all the documents have been sent to the trainee's secretary.

The next step is creating a training number in "Gesper", which is our training tool which contains all the information about all the employees, and the history of trainings done by each employee. To create a new training number, we copy an old training which is similar to the new one. We add all the new information concerning the new training, such as the location, the training provider, the date and the name of the participants.

Result: When the training date approaches, around 1 month before training begin, we prepare the training materials, which we will send to the trainee's secretary.

### 3.1.2. Book the hotel

Objective: Book overnights for the trainees.

Procedure: If the training is outside Luxembourg, we book a hotel next to the training location. Depending on the start time of the training we need to check if a prior arrival is necessary. The hotel reservation is done by email, first we send them an email to get the availabilities and prices. If everything is as wished, we then send an email to confirm the booking.

Result: The hotel sends us the booking confirmation as a PDF, which we need to include in the training materials.

### 3.1.3. Book a service car

Objective: Book a service car for the employees who don't are in possession of a company car.

Procedure: We send an email to the parking administrators so that they book a car. The email contains the indication of the booking period, the training location and the trainees/employee's full name. After getting the confirmation from the parking administrators, we create a word document (Annex D) which we need to include in the training materials.

Result: The employee will not use his/her car to get to the training location.

#### 3.1.4. Create A1 certificates

Objective: Ensure that the employee is covered by the insurance outside the working country.

Procedure: With the "Gesper" tool we are able to create A1 certificates (Annex E), those certificates are needed to make sure that every employee is covered by the insurance during their trip. We indicate the period of the trip, the location and sign the document. We send the signed A1 certificate to the CCSS (Centre commun de la sécurité sociale) which is the social security. The certificate is also attached to the training materials so that the employee can take it with him/her and have a proof that he/she is covered by the insurance in case of an accident.

Result: Employee is covered by the insurance during the whole trip.

#### 3.1.5. Create a participation list

Objective: Employee signs the list as a proof of participation.

Procedure: An attendance list (Annex F) is created by the tool Gesper in case the training is thought by an external training provider. This list indicates the trainees full name, the training date and time. This document needs to be signed by the trainer and the trainee/employee.

Result: Proof of participation which will also be needed for the co-financing request at the end of the year.

### 3.2. Audit

Objective: Auditor checks if the company respects all the procedures and laws in place.

Procedure: On the 20 November 2023 we had an audit, which needed an intense preparation.

I made the preparations for the audit, I started by translating the Standards in German because they were in French, the majority of the employees are German speakers. After the translation, I made an Excel sheet with the Standards and added a new column named employee's name. The after-sales department and

the sales department needed to complete the document with the name of the different employees and their function. Once we got the completed excel, I created a new tab and added the names all in a row with the functions. I then needed to control if the employees have the certification for that function or if they were at least enrolled in a learning path. A bunch of employees were not enrolled or even certified. We then fixed some face-to-face meetings (called BIKOS) to figure out in which learning path we should enroll them. Once those meetings were over, I booked them for the specific training. I created some tabs with the proof of enrolment of each employee and a new folder with the certificates for those who were certified.

Result: A report is sent to the company with all the aspects which are conform or non-conform to the procedures.

### 3.3. BIKOS

Objective: Have Face-to-Face meetings with the 5 subsidiaries to talk about employee's development.

Procedure: BIKOS meetings are done every semester, 2 times a year, with the team managers to discuss every employee's development and which trainings may be beneficial. During the meetings some technical questions may be discussed as the trainings proposed by the company may vary.

Result: Book learning paths for every employee.

### 3.4. Co-financing request

Objective: The purpose of co-financing is to be partly reimbursed for the trainings provided by the company.

Procedure: The co-financing application must be completed around march as the company uses a reviewer to review the final file before submitting it to INFPC (Institut national pour le développement de la formation professionnelle continue) for reimbursement.

The financial assistance amounts to 15% of the annual amount invested. It targets employees affiliated to the Luxembourg Social Security. The INFPC has set a deadline of 5 months after the closure of the exploitation exercise. By the end of May at the latest, the file, in a single copy, must be sent with an acknowledgement of receipt. The paper file must be sent with a digital copy on a CD or USB stick. Emails and physical deposit are no longer authorized.

The INFPC Excel file can be downloaded on the website [lifelong-learning.lu](http://lifelong-learning.lu) under the headings co-financing of trainings. The first tab is called "signalétique". In the latter the company needs to indicate if they do a group approach or not. In the case of a group approach a specific tab needs to be completed.

The documents required to complete the file are:

- The bank identity statement,
- Certificate of the number of employees employed in the company,
- Payroll certificate.

Applications for both certificates should be made to [ccss.lu](http://ccss.lu). (Centre commun de la sécurité sociale). After filling in this tab, the tab employee + needs to be filled out, it is necessary to indicate the number of employees + in the company.

There are **2 types** of employees + :

- Employee without recognized diploma **and** seniority of less than 10 years
- Employee with recognized diploma **or** seniority of more than 10 years **and** have more than 45 years.

The rest of the file consists of the following tabs of legal training categories:

- Languages
- IT – Office Automation
- Management – HR management
- Finance – Accounting – Law
- Quality – ISO – Safety
- Technical – Business lines
- Adaptation to the workplace

There are 3 types of training:

- External training
- Internal training
- Online learning and training

For the co-financing application to be complete it is necessary to have all the attendance lists/ certificates of achievements, corresponding invoices, and proof of payment.

Result: Get a financial assistance from the government which can be up to 15% of the annual amount invested.

### 3.5. Recrutement

Objective: Select candidates, write contracts, and write letters of resignation

Procedure: Sort out and select good candidates which we can transfer to the recruiting / responsible department. They fix the interviews with the candidates and give us feedback if it's a fit or not. We are then responsible to contact the candidate if the candidate does not fulfill the requirements, to send a negative response. In case of a match the department will contact us to prepare the contract. We prepare the contract and control if we have every necessary document, to create the employee file. Before creating the contract, we need the approval of the management department.

Documents needed to complete the employee file:

- Identification document
- Social Security document
- Bank details
- Curriculum Vitae
- Certificates / Diplomas
- Driving license

Once the contract is prepared, we let the human resources manager and the general management department sign it, before sending it to the corresponding department so that they can contact the candidate to sign it.

We get a signed copy of the contract to file it in the employee's file.

We include the new employee in the excel sheet with all the employees of the company.

This excel sheet is a report of all the movements in the company.

The recruitment department writes letters of resignation. The company is not allowed to cancel a contract without having a disciplinary meeting with the concerning person. We write the letter for the disciplinary meeting and before sending it by post we need to contact the manager to check if the employee is present. This letter cannot be sent to the employee if he is not present. After the disciplinary meeting, we are allowed to cancel the employees contract and send the resignation letter, within 8 days.

At the end of each month, we write exit certificates for every person who has left the company. As written by the law, every person gets an exit certificate.

Result: Hire new employees and make sure that the company respects the law.

### 3.6. Job Fairs

Objective: Inform people about current job positions and find candidates with a good Curriculum Vitae (CV). In best case scenario, hire the candidates.

Procedure: The company subscribes to participate in different job fairs. After getting a confirmation from the job fair organizer, we start to organize the day of the fair. We attended and will attend the following job fairs:

- RTL Jobdag on the 08 February 2024
- Deng Zukunft, Dein Wee on the 14 February 2024
- Moovijob Luxembourg on the 22 March 2024
- RTL Jobdah on the 16 May 2024
- Moovijob Saarbrücken on the 14 June 2024

We need to check if there are enough goodies and flyers to distribute, and of course pack the desk and the roll-ups to decorate the stand.

During the fair we collect people's CVs, after each conversation we write down the position in which the candidate is interested in. We mark it with a "+", "-" or "+/-", all the candidates with a "-" are classed in a folder and the other ones in another. Except candidates who applied for an internship are classed separately.

The day after, all the CVs are scanned, for the "-" candidates, emails are sent with a negative response. For all the others, they are saved in the recruiting system called REXX

so that the CV's can be forwarded to the recruiting managers. They will then decide if the candidate is a match or not, if so, the manager or their secretary will contact them for an interview.

Result: Find good candidates who want to work for the company.



**Merbag S.A.**

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Rencontrez-nous aujourd'hui jusqu'à 18h00 à la Cloche d'or.

Notre équipe a hâte de faire votre connaissance ! 😊

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#### 4. Strengths and aspects to be improved

During the organization of trainings, I encountered some challenges. Sometimes I organize trainings in hurry, 3 days before the start of the course, this is a short period of time to book and gather all the information. In those cases, I gave my best and my priority of the day was organizing that training which I successfully accomplished. It happens that we need to cancel a training or that the training is canceled by the provider, so my task is to make sure that the hotel booking, and the service car is canceled. Occasionally there are no service cars in some of the smaller subsidiaries, I need to contact the other subsidiary and ask for a service car. Concerning the car reservation, during some weeks I encountered the issue that the

car administrators did not answer to the booking emails. This was difficult to handle because the training materials needed to be sent but without a car reservation the employee might not get to the training location. I called the car administrators when the start of the course was approaching to just get a confirmation that the employee will have a car, in that case I didn't have the document with the car information to send. One of the biggest issues are the non-coordination between the Mercedes-Benz Germany platform and Mercedes-Benz Belgium platform. On occasions we got invitations of trainings which we did not book. We needed to fix that issue by mail with the different coordinators. In addition, some trainings require prerequisites which need to be completed before the start of the course, employees can do trainings in French or German, the only issue is that Germany and Belgium do not work together. The platform will in that case only consider the trainings done in the country the booking is being made. In that situation we need to contact the coordinators of the course, they do the necessary changes in the system so that we can book the employees.

Another aspect to improve would be the revision of the learning paths of each employee so that when an audit is announced we do not need to check every employee status. This part would relieve the training department for the preparation of an audit. Another aspect to improve would be a standard mail when asking for a training booking. This means that the manager or the secretary would write an email which includes the following information, service car? Yes or no, hotel? Yes or no, overnight stay prior to training? Yes or no.

Overall, this internship gave me the possibility to have a look at a variety of topics which developed my professional skills.

## **Chapter 2: INTERNSHIP PROJECT**

As green behavior is a hot topic these days, I chose to combine my area of interest, human resources with green behavior. This combination will not only help each individual but also the company to apply green behaviors daily.

### **5. Framework**

In today's competitive corporate world, training is a function of human resource management utilized to provide employees with the competences (knowledge, skills, and

abilities) needed to achieve performance standards connected with the roles they occupy as well as work problems (Andoh et al., 2022). Employees who are happy and satisfied in their position are more likely to be enthusiastic about the trainings and development options that are offered to them (Buonomo et al., 2022). Humans are constantly seeking to develop their knowledge, trainings will not only impact their professional life but also their private one, for example a training about how to manage stress, might be useful outside the professional environment. A training session should not be seen as a training but as a skill and career development. In the context of globalization, organizations and especially the human resources department face a variety of challenges in managing and implementing effective trainings (Andullah, 2009). According to Li et al. (2018) article, the investigated firms were coping with many issues relating talent management process, including challenges of attracting and keeping people, friction between subsidiaries and headquarters, tension between high potentials and non-high potentials and tension between generations. There is a gap between generations concerning communication and work which leads to major challenges in a company. As organizations increasingly recognize the importance of environmental responsibility, the integration of sustainable practices into human resources becomes imperative. Enhancing employee awareness and understanding of environmental issues, cultivating a positive attitude, taking a proactive approach to environmental concerns, and developing skills to decrease waste and preserve energy are the goals of green training and development (Zoogah, 2011). Those practices will put all the employees on the same path to achieve the goal of sustainability. Method for working remotely decreased carbon emissions, worked to develop excellent time management skills, enhanced professional abilities, and adopted a conservationist and environmentally conscious mindset and preservationists who make the most use of their resources (Deshpande and Srivastava, 2022). In terms of completion time, virtual reality (VR) programs seemed to be more effective than online and in-person training (Baiyun et al., 2022). Both in person trainings and online trainings have a chance of success but also a chance of failure. Nowadays, online trainings are offered in several fields, and the society got used to it, but the human interaction is missing at some point and VR makes the difference, as it makes the learning more realistic, interactive and less time consuming. It is important to determine training needs to prevent ineffective training from occurring and costing the firm time and money (Mogea, 2023). Travel savings and trainer personnel reductions are balanced by higher information technology support expenses and technology investments (Salas et al., 2012). The whole process of organizing and

managing trainings is not only time consuming but also very costly. Trainings should be organized based on a specific need, the trainee should benefit from it and see a development in their career.

We intend to assess to what extent green human resources have been applied in training and development to address certain challenges. The questions we aim to answer are as follows: Are green human resources applied in training and development to address certain challenges? What kind of challenges are faced by training and development department? Is green human resources applied in training and development to address some challenges?

## **6. Methodology**

### **6.1. Search strategy and data collection**

The research will be conducted in three phases: in the first phase, a preliminary study was carried out, to identify the training and development challenges. In the second phase, a bibliometric study is carried out to study the evolution of challenges faced by green human resources, training and development practices. Finally, questions for further research were created.

The data used in this study were obtained from Web of Science, one of the most comprehensive electronic information sources, with a scientific and multidisciplinary nature. Data collection was carried in January 2024, via a VPN connection from the University of the Algarve.

A research protocol was outlined to extract scientific articles: terms “Green Human Resources” AND “training and development” were searched for in all fields of the Web of Science Core Collection, and according to the eligibility criteria, including only articles and early access articles in English were chosen, we excluded every category beside the management.

The research strategy included all publications dated until 2023, the timespan covers every year from 2013 to 2023. We limited the timespan to only consider the evolution of the last 10 years as green human resources is a recent topic. In addition, we decided to end the research on year 2023 as it is the last completed year for this study. We exported all available results to text files, including citation information, bibliographic

information, abstracts, and keywords. To eliminate duplicate publications and manage the database, we chose the Excel software.

The study is focused on three analysis levels, firstly on sources, authors, citations, countries, and keywords. On the second hand the analysis of Bradford's Law, Lotka's Law or H-index providing measurable data is carried out, helping to understand the scientific path. Last but not least, an analysis of social, intellectual and conceptual structure is conducted which contains information about collaborations, co-citations or co-words, while using scientific mapping.

## **7. Results Presentation**

### **7.1. Preliminary study**

Based on the preliminary study we identified some challenges faced by the human resources and training development. The data used in this study were obtained from WoS, one of the most comprehensive electronic information sources, with a scientific and multidisciplinary nature. Data collection was carried in November 2023, via a VPN connection from the University of the Algarve. The term “Human resources challenges” and “challenges training and development” was searched for in all indexers of the Web of Science Core Collection and only English articles were considered. For this research we excluded the following document types: Review articles, Book chapters, editorial materials, data papers, meetings, letters and proceeding papers. The only category chosen for this research was management.

The research strategy included all publications dated until 2023, even though the year had not yet ended at that time. A research period (timespan) of 10 years was defined, so it covered every year from 2014 to 2023. So only recent challenges were identified. We exported all available results to text files, including citation information, bibliographic information, abstracts, and keywords. To eliminate duplicate publications and manage the database, we used Excel.

From the term search "human resources challenges” and “challenges training and development” in WoS, we obtained a total of 3,557 publications. After applying the eligibility criteria, we obtained a total of 89 articles. After analysing the articles and excluding non-relevant articles, 12 articles remained.

### 7.1.1. Results of Preliminary study

Renwick et al. (2008 and 2015) pointed green human resources practices in training. The study is focused on the current status of green human resource practices, including environmental training, green recruitment, performance appraisal, employee involvement, and compensation. It suggests that there is still air to promote environmentally friendly behaviour within organizations. The analysis of data also underscores the importance of top-management support and mutual learning among departments in sharing green behaviours among employees.

Renwick et al. (2015) developed a theoretical model that considers distinct policies in recruitment, performance appraisal, training and personnel development, employee relations, and reward systems as powerful tools for aligning employees with a company's environmental strategy. Certain green training and development practices are suggested by Renwick et al. (2008 and 2015). These include teaching employees how to create green workspace analyses, using job rotation to train future green managers, offering specialized training on environmental management topics like recycling, energy efficiency, waste management, and safety, developing green personal skills, and retraining employees who lose their jobs in related polluter industries.

According to Noe (2016), training is the methodical process of transferring information, skills, and competences to people or groups inside an organization in order to boost capacities, increase performance, and accomplish certain organizational goals. This concept places a strong emphasis on how training is planned and structured with the goal of enhancing individuals' capacity to perform their jobs and duties.

The term "green training" describes initiatives and educational programs intended to give people the know-how, abilities, and skills needed to comprehend, apply, and support environmentally friendly practices in a variety of settings, including industries, communities, and workplaces (Clarke and Chenoweth, 2012).

According to Renwick et al. (2015), 11 training and development practices were identified to achieve a greener human resources management.

1. Providing environmental training to the organizational members (employees and managers) to develop required skills and knowledge.
2. Providing training to learn or adapt environmental friendly best practices (e.g. reducing long-distance business travel and recycling).

3. Providing environmental awareness training to create „environmental awareness“ among the workforce.
4. Providing environmental education to the workforce.
5. Providing training to the staff to produce green analysis of workspace.
6. Applying of job rotation to train green managers of the future.
7. Imparting right knowledge and skills about greening (to each employee through a training program exclusively designed for greening).
8. Conducting training needs analyses to identify green training needs of employees.
9. Analyzing and identifying environmental training needs of employees in order to make them more environmental concerned.
10. Conducting a serious and systematic training program which is given to each employee for the purpose of giving needed knowledge, skills and attitudes for good environmental management.
11. Providing opportunities to everybody to be trained on environmental management aspects.

This preliminary study helped us to identify the specific topic which we want to study, “Addressing Training Challenges Through Effective Management in Green Human Resources”. Based on Renwick et al. (2008 and 2015), we had a theoretical support to analyze, with defined training and development practices. In the section analysis of articles, a grid was created to identify which of the mentioned training and development practices were applied by the articles found for the bibliometric research.

## 7.2. Bibliometric Study

### 7.2.1. Data analysis

We used the statistical R Studio software for the bibliometric analysis and used the Bibliometrix R package in the Biblioshiny version 4.2.3.

A data summary was created using descriptive statistics and bibliometric variables, such as collaboration, yearly publication growth, and analyses of sources, authors, citations, keywords, and keywords-plus, [Table 7.1](#). We created this table to have an overview of the important results.

<b>Description</b>	<b>Results</b>
Timespan	2013-2023
Articles	21
Annual Growth Rate (%)	21.48
Average citations per article	36.52
Author's Keywords	91
Keywords Plus	79
Authors	62
Authors of single-authorship	3
Co-authors per article	2.95
International co-authorships (%)	38.1

Table 7.1. [Results](#)

### 7.2.2. Retrieved Literature

Based on the search term "Green Human Resources" and "Training and development" in WoS, we obtained a total of 539 publications.

After applying the eligibility criteria, a total of 21 articles were obtained (Please see Prisma Flow Diagram, [Figure 7.1](#)).

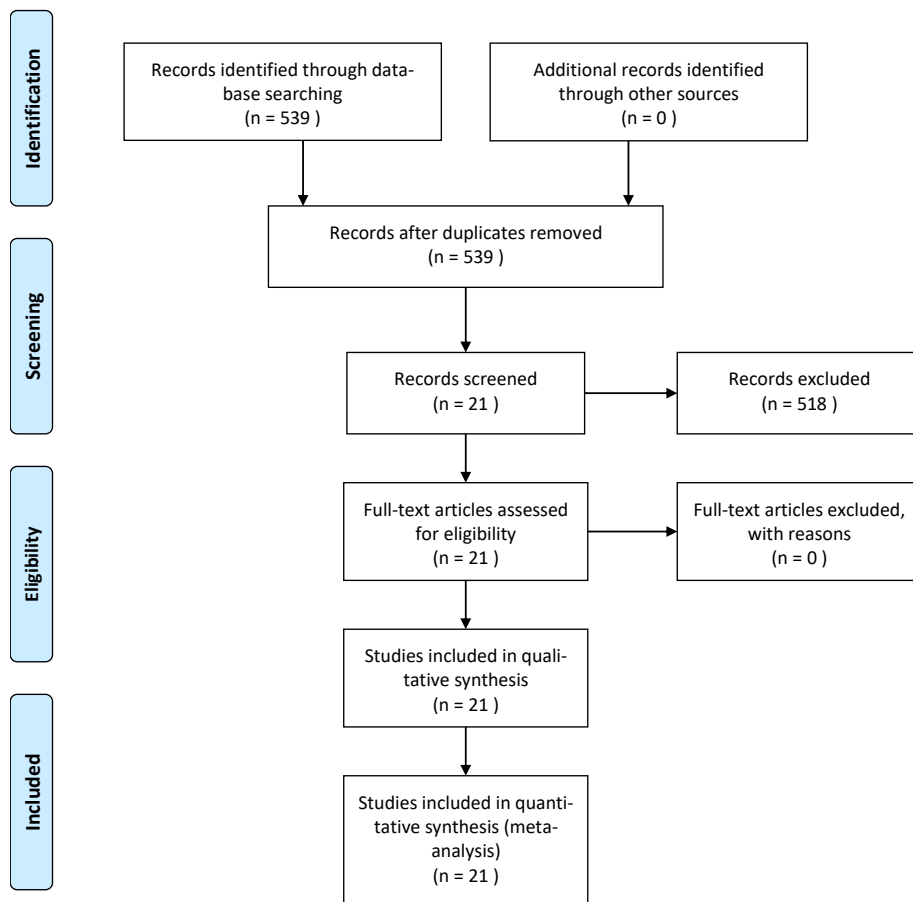


Figure 7.1. PRISMA Flow Diagram

The articles were published between 2013 and 2023. We observed the highest productivity in 2023, with a total of 7 articles and the lowest productivity in 2014, 2018 and 2020, with zero articles.

I excluded every category which was not in relation with management as the analysed topic is a management related topic.

Used Filters:

- Languages: Exclude every language beside English
- Web of Science Categories: Excluded every category beside Management
- Document types: only include articles and early access
- Timespan: 2013 - 2023

Figure 7.2 shows Scientific Production (2013-2023).

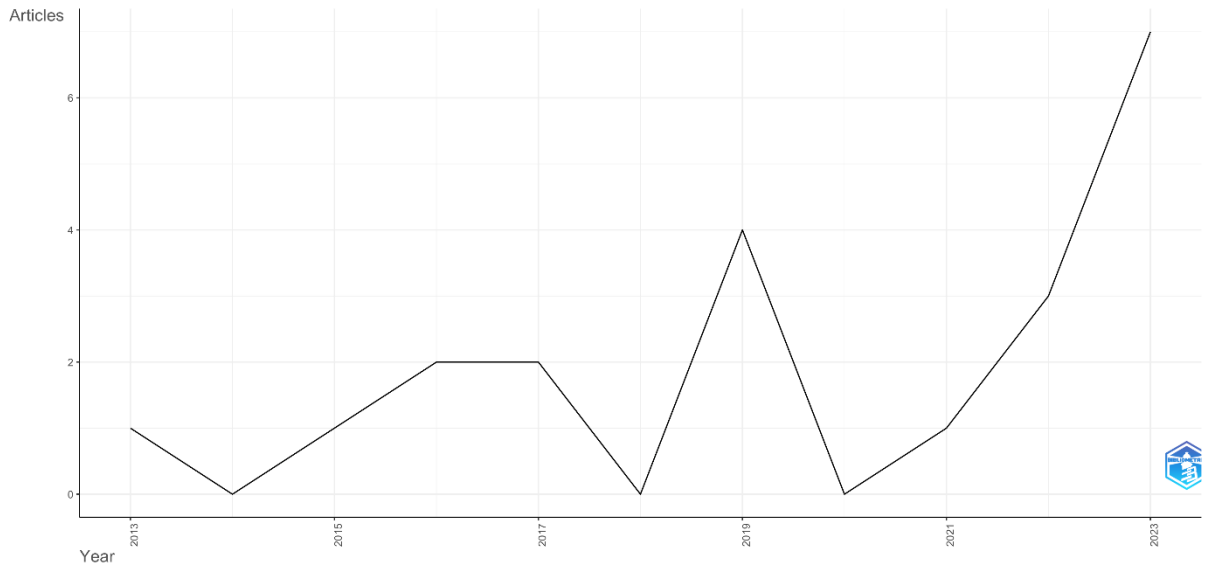


Figure 7.2. Scientific Production (2013-2023)

As we can see, there was an increase in the number of publications during the study period. In 2019 there was a peak with 4 articles, since 2021 the scientific production started to increase. The average annual growth rate is 21.48% during the study period. The graph shows perfectly the number of articles published over the last 10 years, this graph was furnished by Biblioshiny.

### 7.2.3. Sources

The 21 articles were published by 10 different scientific journals. Bradford's law is a distribution of articles in different journals, the path is to have a lot of articles in few journals (Leimkuhler, 1980; Drott, 1981). Based on Bradford's Law (Bradford, 1934; Brookes, 1969), we verified the existence of the following three clusters: the central zone 1 is composed of 4 journals, 8 articles were published. An intermediate zone 2 which contains 7 journals and 7 articles, and zone 3 composed of 6 journals and 6 articles. In Table 7.2, we can see the impact of the sources calculated through different measures. We decided to use the table from Biblioshiny, this table includes different indexes. The h-index was developed on the presumption that a scientist's work is more relevant when measured by the number of citations received rather than the quantity of papers produced or the

journals in which they are published. It is helpful for comparing scientists since it fairly considers the quantity of published articles and the citations to those publications (Hirsch and Buela-Casal, 2014). The worldwide citation performance of a collection of articles is measured by the G-index, which is the improved version of Hirsch's h-index (Egghe, 2006).

Element	h_index	g_index	m_index	TC	NP	PY_start
BENCHMARKING-AN INTERNATIONAL JOURNAL	2	2	0.222	107	2	2016
CHINESE MANAGEMENT STUDIES	1	1	0.250	33	1	2021
EUROPEAN JOURNAL OF TRAINING AND DEVELOPMENT	1	1	0.500	5	1	2023
HUMAN SYSTEMS MANAGEMENT	1	1	0.167	3	2	2019
INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	1	1	0.111	221	1	2016
INTERNATIONAL JOURNAL OF OPERATIONS & PRODUCTION MANAGEMENT	1	1	0.125	10	1	2017
INTERNATIONAL JOURNAL OF ORGANIZATIONAL ANALYSIS	1	2	0.125	114	2	2017
JOURNAL OF GLOBAL RESPONSIBILITY	1	1	0.167	42	1	2019
JOURNAL OF MANAGEMENT DEVELOPMENT	1	1	0.100	4	1	2015
MANAGEMENT RESEARCH-THE JOURNAL OF THE IBEROAMERICAN ACADEMY OF MANAGEMENT	1	1	0.333	1	1	2022
POLISH JOURNAL OF MANAGEMENT STUDIES	1	1	0.167	14	1	2019
RESEARCH POLICY	1	1	0.083	157	1	2013
REVISTA GESTAO & TECNOLOGIA-JOURNAL OF MANAGEMENT AND TECHNOLOGY	1	1	0.167	4	1	2019
SOCIAL RESPONSIBILITY JOURNAL	1	1	0.333	50	1	2022
SOUTH ASIAN JOURNAL OF HUMAN RESOURCE MANAGEMENT	1	1	0.500	2	1	2023

Table 7.2. Sources Impact

As we identified in the Table 7.2, the "Benchmarking an International Journal" and "International Journal of Organizational Analysis" have a g-index of 2, this means that those journals published highly cited articles.

#### 7.2.4. Authors

We identified 62 authors, the average number of co-authors was 2.95 per article. Out of the 21 eligible articles, 3 articles were of single authorship,

- Mishra, P.;
- Chaudhary, R.;
- Bhardwaj, BR.;

and a total of 38.1% publications were of multiple authorship.

### 7.2.5. Countries

Figure 7.3 shows the Most Cited Countries.

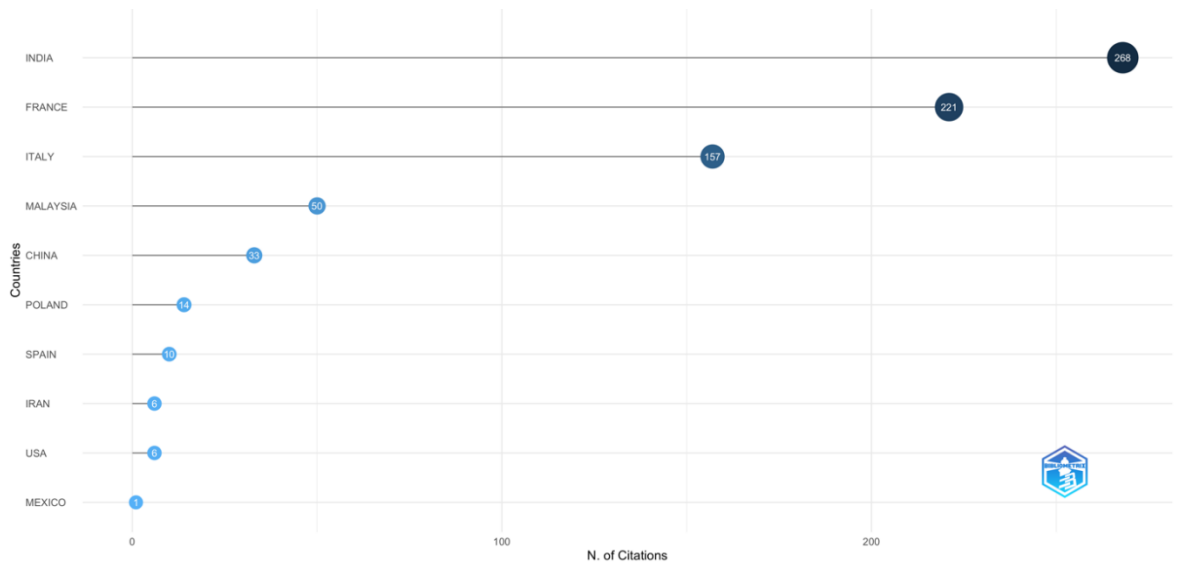


Figure 7.3. Most Cited Countries

As we can see, 19 countries contributed to the production of the articles. India has the highest number of citations, with a total of 268 citations, followed by France and Italy with 221 and 157 citations. The 2 countries which did not make it to the podium are Malaysia and China. Portugal does not appear in the ranking as they do not have any publications based on our eligibility criteria.

### 7.2.6. Citations

According to the “Most Global Cited Articles”, a summary of citations from the 10 journals aggregated as of January 17, 2024, reveals 767 citations, with an average of 36.52 citations per piece. Each article has an average of 5.5 citations per year. The top 10 articles and authors cited are shown in Figure 7.4.

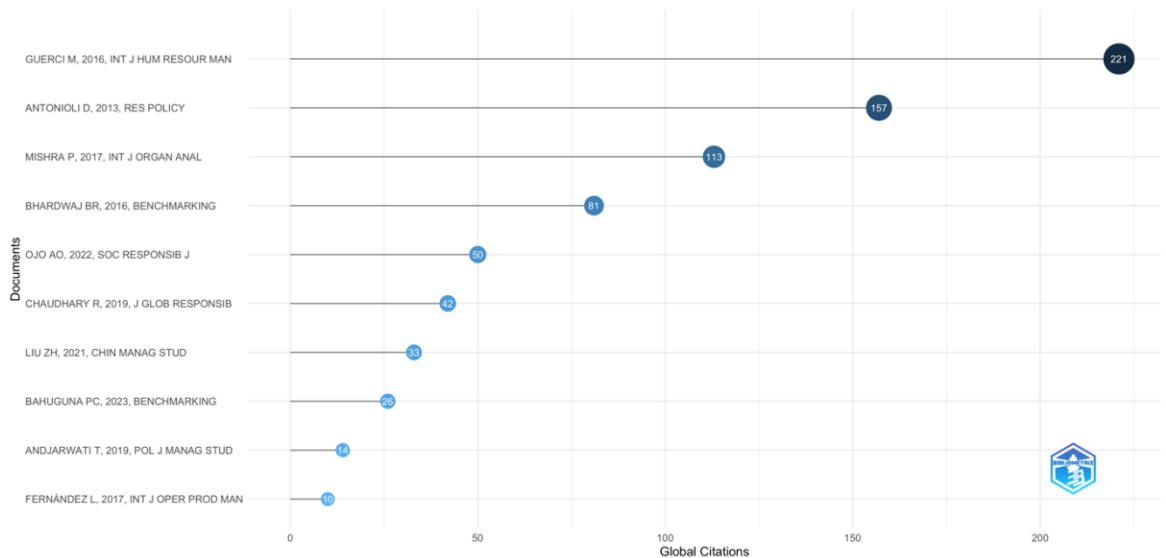


Figure 7.4. Most Global Cited Articles

The publication that received the most citations was “Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices” (Guerci et al., 2016), with a total of 221 citations and an average of 24.56 citations per year.

### 7.2.7. Keywords

For the 21 articles, 91 keywords and 79 keywords-plus by WoS were indexed. When examining the knowledge structure of scientific subjects, keywords-plus are more useful than the author's keywords for bibliometric analysis; nevertheless, they are not as complete in capturing the substance of an article (Zhang et al., 2016). A Tag Cloud (Figure 7.5) was created to get a quick and clear overview of the keywords.



Figure 7.5. Tag Cloud

"Human-resource management" is the most often used keyword, occurring eight times in total. Then, with all seven occurrences, "environmental management", "framework", "performance", and "sustainability" stood out.

### 7.3. Knowledge Framework

#### 7.3.1. Conceptual framework

By highlighting the connections between ideas and terms in a number of publications, the conceptual framework surveys the domains of scientific inquiry and investigates the numerous themes that have been developed in research (Aria et al., 2020; Tijssen and Van Raan, 1989).

Biblioshiny searched for phrases that appear together on every page and are consequently connected using the Co-words network visualization (Figure 7.6).

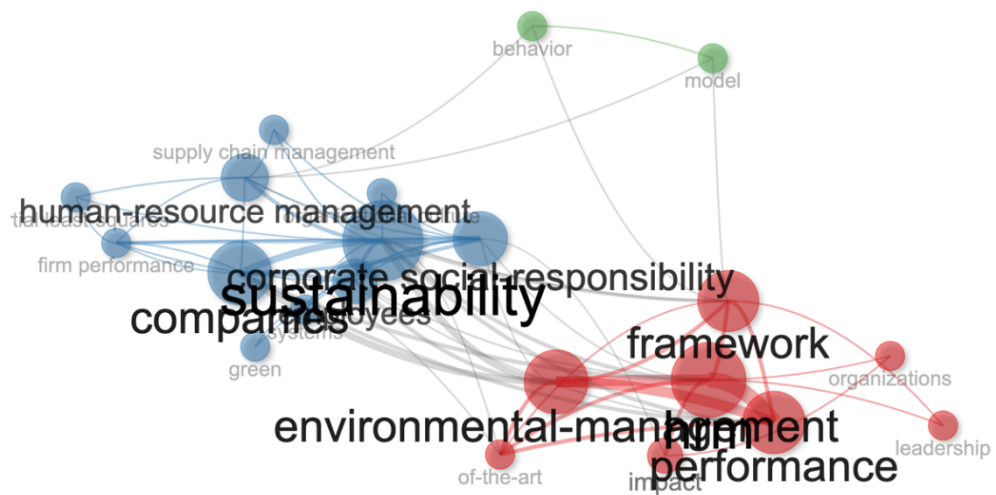


Figure 7.6. Keywords

Figure 7.6 uses a conceptual analysis to create a conceptually organized map of the literature (Sorooshian et al., 2022).

With this technique, a two-dimensional plane with several characteristics was created by compressing vast quantities of data. The figure shows that keywords such as “human-resource management”, “sustainability”, “environmental-management”, “social responsibility”, “behaviour”, “performance”, have a close relationship and generally co-occur together. We identified that the 2 main clusters, blue and red circles, are both impacted by the performance.

In the thematic map (Figure 7.7), we identified 7 clusters. The most related words in each are “impact”, “sustainability”, “management”, “framework”, “advantage”, “behavior”, “human-resource-management”.

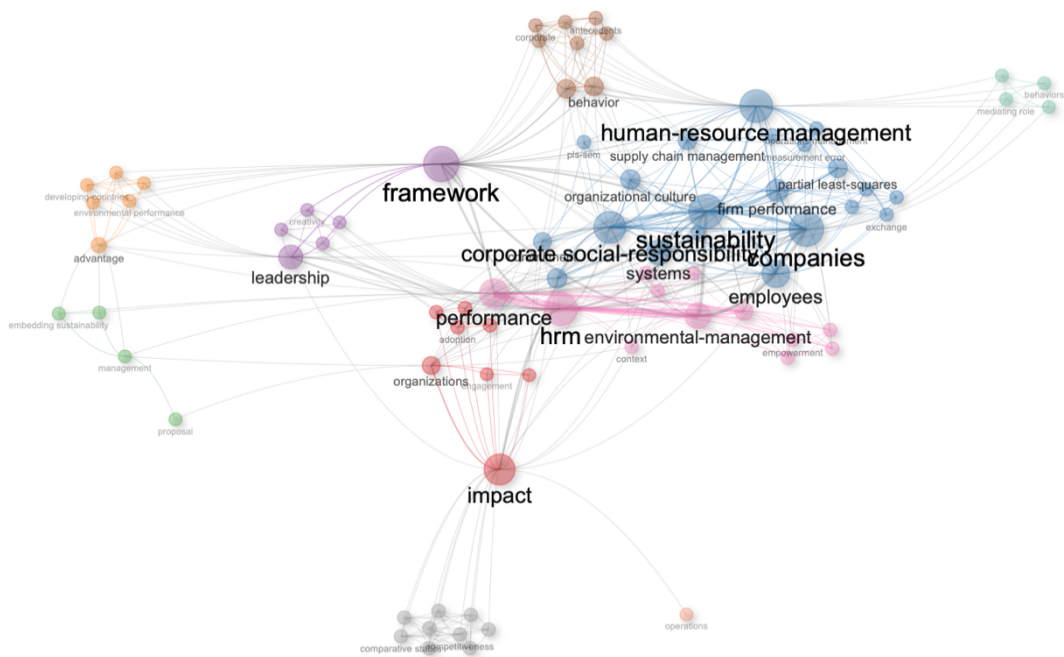


Figure 7.7. Thematic map

### 7.3.2. Intellectual framework

The most popular citation analysis in bibliometrics is the co-citation network analysis (Small, 1973, 1997, 1999). The most highly co-cited authors in the co-citation network are displayed in Figure 7.8. The top 5 of the well-known authors and the most cited bibliographic references are from:

- Boiral, O. (2012)
- Muster, V. (2011)
- Renwick D.W.S. (2013)
- Guerci M. (2016)
- Jackson S.E. (2011)

The size of a node indicates the number of citations, and each node represents one author.

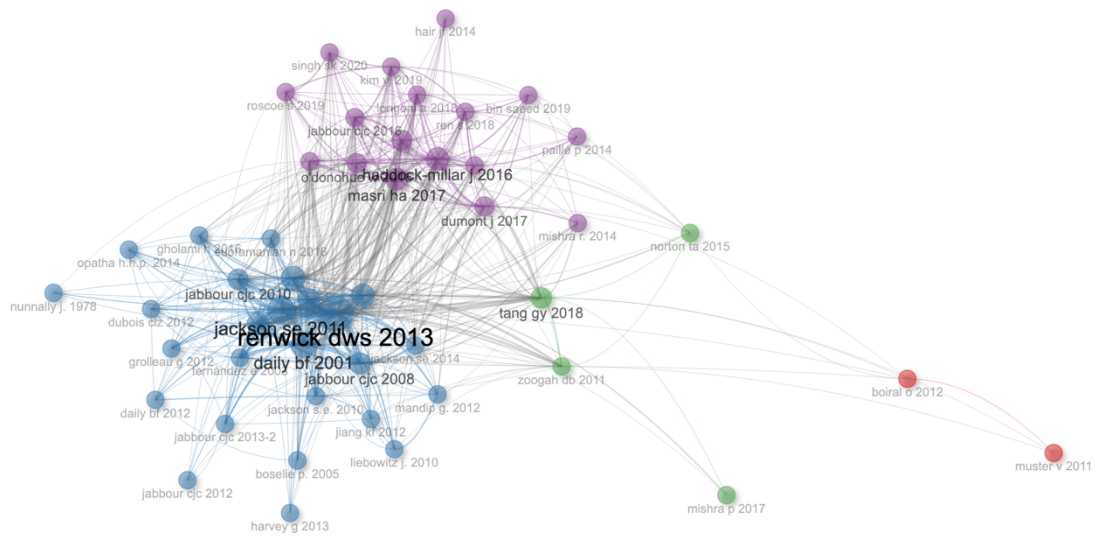


Figure 7.8. Authors Connections

### 7.3.3. Social framework

The social structure analysis uses cooperative networks to show how writers, institutions, and nations are related to one another, therefore verifying the most important authors, author groups, or relevant scientific research institutes. (Glänzel, 2002). The co-authorship analysis makes this lack of connectivity between groups even more evident by highlighting the authors who work together on a single, specialized topic (Figure 7.9).

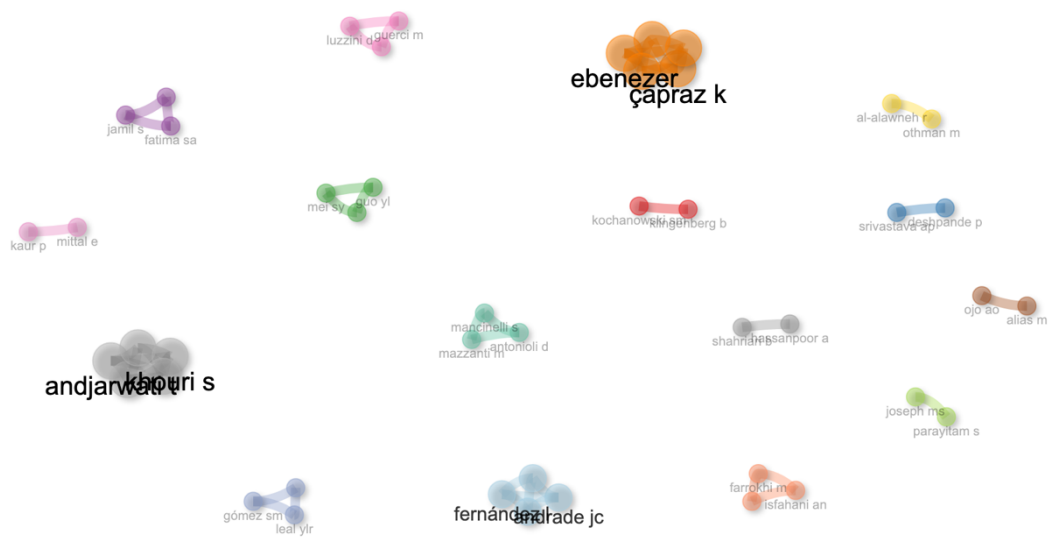


Figure 7.9. Social Structure

The resulting co-authorship map, shown in [Figure 7.9](#), shows distinct and unrelated groupings. For the country collaboration, we identified that there is a collaboration between Spain and France.

#### 7.4. Analysis of articles

We analyzed the 21 obtained articles and checked if Renwick et al. (2015) practices were applied, [Table 7.3](#). According to the Table, the 21 articles analyzed show, in some way, the 11 practices identified by Renwick et al. (2015). Based on this articles and practices, we created 10 structured questions.

<b>Paper Title</b>	<b>Main Focus</b>	<b>Key Findings/Implications</b>	<b>Renwick et al. (2015) Practices</b>
Green human resource management, green organization identity and organizational citizenship behavior for the environment: the moderating effect of environmental values (Liu et al., 2021)	Examining how Green Human Resource Management (GHRM) impacts employee behavior and organizational identity	Employees who share environmental values with their organization, are more likely to engage in green workplace behavior. Effective communication of green goals is essential for fostering alignment between employees and organizational values.	1 + 3 + 4 + 10 + 11
A study to explore the linkage between green training and sustainable organizational performance through emotional intelligence and green work life balance (Deshpande and Srivastava, 2023)	Investigating the relationship between GHRM and Sustainable Organizational Performance (SOP)	Green training has a beneficial impact on SOP. The association between green training and work-life balance is mediated by emotional intelligence. The goal of this research is to provide suggestions for the effective use of green management practices.	1 + 2 + 3 + 10 + 11
Green human resource management A framework for sustainable organizational development in an emerging economy (Mishra, 2017)	Highlighting the role of top-management support and integration in fostering environmental-friendly behaviors	Strong top-level management support and the integration of green practices across divisions are essential. Top-level management support may be elicited by actions like conference planning and information exchange. HR is essential to carrying out environmental projects.	1 + 3
Green human resource management in Indian automobile industry (Chaudhary, 2019)	Exploring the impact of employee involvement on environmental performance	Employee involvement in environmental strategy increases knowledge and ability to handle environmental problems. In the automotive industry, green hiring, training, and participation are common. Good communication is essential to fostering a good attitude towards green efforts among staff.	1 + 5 + 7
Hiring for the green economy Employer perspectives on sustainability in the business curriculum	Investigating organizations' expectations of sustainability knowledge in recent graduates	While recruiters agree that sustainability knowledge is vital, recent graduates may not have a deep understanding of the subject. Educational institutions are encouraged to offer courses in sustainability education.	/

(Klingenberg and Kochanowski, 2015)			
Elevating organizational effectiveness: synthesizing human resource management with sustainable performance alignment (Jiang et al.,2023)	Identifying factors influencing Sustainable Human Resource Management	Different factors contribute to Sustainable HRM. Survey-based research helps determining their importance and impact.	/
Sustainable human resource management: practitioners' perspectives (Gómez et al., 2022)	Examining the role of HR in supporting environmental sustainability	HR practices related to sustainability are mentioned, but not clear whether they are implemented everywhere. HR can play a significant role in encouraging sustainability within organizations.	1 + 4 + 7
Linking green HRM practices to environmental performance through pro-environment behaviour in the information technology sector (Ojo et al., 2022)	Investigating the impact of individual differences on environmental sustainability	Sustainability projects are impacted by individual characteristics. HR is involved in communication. Long-term data and case studies are needed for a fuller understanding.	/
Impact of Green HRM on Work-Life Balance of Employees in Automobile Industry: An Empirical Investigation (Manoj et al., 2022)	Exploring the impact of GHRM on work-life balance in the automobile industry	Employee engagement and work-life balance are positively impacted by green HR strategies. Survey-based research facilitates comprehension of workers' viewpoints.	1 + 2 + 3 + 10
The impact of green human resource management to gain enterprise sustainability (Andjarwati et al., 2019)	Examining the impact of GHRM on environmental sustainability in the mining industry	GHRM practices contribute to environmental sustainability. The responsibilities of moderator and mediator are examined. There are recommendations made for enhancing sustainability-related projects.	1 + 4 + 7 + 10 + 11
Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices (Guerci et al., 2016)	Investigating the relationship between stakeholder pressures, HR practices, and environmental performance	Managing the demands of stakeholders is essential to environmental performance, which is improved by green HRM practices. Sustainability projects are influenced by industry type.	1 + 2 + 4 + 7 + 9 + 10
Green Human Resource Management and	Examining the impact of GHRM practices on employee behavior	Green hiring practices, performance management, and institutional activities all positively impact workers' eco-	1 + 2 + 3 + 8 + 11

Employee Green Behaviour: Participation and Involvement, and Training and Development as Moderators (Veerasingam et al., 2023)		friendly conduct. Paying employees adequately is crucial to promote sustainability. To raise awareness of environmental issues, teachers are asked to share their knowledge.	
Green human resource management in the east and west (Shahriari and Hassanpoor, 2019)	Comparison of previous studies and identifying similarities, differences, and gaps in the field of GHRM.	Identification of key functions of GHRM for eastern researchers, such as education and development, performance management, and rewarding and compensation. Importance of green education and training courses and the need for authorities to pay more attention to green projects.	1 + 2 + 3 + 4 + 7 + 11
The Effect of Green Human Resource Management on Performance of Small and Medium Industries (Sumiati et al., 2023)	Impact of GHRM on the performance of Small and Medium Enterprises	GHRM has a positive influence on green processes and products, contributing to the economic, social, and environmental performance of SMEs. Practical implications are offered to share the importance of environmental awareness, waste management, fostering a green culture, and providing intensive training and development.	1 + 2 + 3 + 4 + 7 + 10 + 11
Green HRM impact on environmental performance in higher education with mediating roles of management support and green culture (Al-Alawneh et al., 2023)	Investigating the relationship between GHRM practices and environmental management in universities	Universities play a crucial role in promoting environmental awareness and sustainable practices. Incorporating environmental management into university operations is essential. - Further research is needed in this area to enhance understanding and implementation.	1 + 4 + 7
Green HRM, green innovation and environmental performance: The moderating role of servant leadership (Mittal and Kaur, 2023)	Examining the influence of practicing green human resource management activities on environmental performance. Interplay of GHRM, green innovation, and service leadership in influencing environmental performance.	The study investigates the effects of integrating GHRM techniques on environmental performance. It concludes that green innovation acts as a mediating factor between GHRM and environmental performance. Big businesses should use GHRM practices to implement green values, attitudes, and culture. Doing so will help to promote environmentally aware employment practices and green innovation, which will in turn encourage responsible behaviour and enhance environmental performance on a global scale.	/
Is environmental innovation embedded within high-performance organizational changes? The role of human	Examining the relationship between High Performance Work Systems, Environmental Innovation, and organizational changes	Organizational changes and training activities are crucial for fostering environmental innovation. - Adoption of "environmental" products/processes contributes to environmental innovation strategies.	1 + 2 + 4 + 10 + 11

resource management and complementarity in green business strategies (Antonioli et al., 2013)			
The effect of clean development mechanism projects on human resource management practices in Brazil (Fernandez et al., 2017)	Investigating the impact of CDM projects on HRM practices in Brazil	Limited impact of CDM projects on HRM practices in Brazil. - Proponents declare intentions to implement various HRM practices, but actual implementation may vary.	1
Two decades journey of green human resource management research: a bibliometric analysis (Bahuguna et al., 2022)	Analyzing trends and themes in GHRM research over two decades	Main themes include sustainability, environmental management, and corporate social responsibility. Increasing focus on the linkage between GHRM, organizational performance, and supply chain management. - More research is needed to enhance understanding in this field. - HRM contributes significantly to business sustainability through talent management, training, performance management, employee engagement, change management, and CSR.	/
Role of green policy on sustainable supply chain management: A model for implementing corporate social responsibility (Bhardwaj, 2016)	Guide for managers to implement sustainable supply chain management practices	The importance of Green Supply Chain Management is underlined as it is becoming to competitiveness and sustainability. A sustainable strategy model that was created using value chain analysis and resource-based theory is suggested. Environmental policy, GHRM, and supplier selection standards with a focus on sustainability are among the key motivators that have been found. Supply networks' adoption of sustainable practices are improved as well as their results.	/
Viable environmental-sustainability education and training (Farrokhi et al., 2019)	Framework for viable environmental-sustainability or green education and training.	A framework with qualitative and quantitative methodologies for green education and training is presented. The findings highlight the significance of creating a culture of environmental sustainability and building infrastructure that supports it. It needs to be worldwide standards which are compatible, adapted to situations, and in line with the aims of human development.	/

Table 7.3. Grid

### 7.5. Derived Questionnaire

A questionnaire based on the bibliometric study was created, Annex G, the possibility exists to further investigate this topic by using this template. This future study can be made by me or other researchers.

## Chapter 3: RESULTS, DISCUSSION AND CONCLUSION

### 8. Results and Discussion

The preliminary study identified several challenges facing human resources, development and training. Through a rigorous search strategy and data collection process, a total of 12 relevant articles were selected from the Web of Science core collection. Renwick et al (2008 and 2015) highlighted the importance of green human resource practices in training, describing various strategies such as environmental training, green recruitment, and performance appraisal. In addition, Noe (2016) highlighted the systematic process of training, emphasizing its role in improving individual and organizational performance. The term 'green training' has been defined by Clarke and Chenoweth (2012) as initiatives to promote environmentally friendly practices in various contexts.

The results of the preliminary study highlight the importance of green human resource practices in addressing training and development challenges. Renwick et al. (2008 and 2015) laid the theoretical groundwork for the implementation of various strategies, such as environmental training and green recruitment, to align organizational goals with environmental sustainability.

In the context of the bibliometric study, the increase in scientific output reflects the growing interest and investment in green human resources research and training development. The various contributions from researchers around the world underline the global relevance of the subject. Notably, the most cited article by Guerci et al. (2016) focuses on the mediating role of green human resource practices in translating stakeholder pressures into environmental performance, indicating a practical application of theoretical frameworks.

The results show an increase in the yearly publication of articles, with an annual growth rate of 21.48%. Out of the 62 authors, only 3 were of single authorship. On average there were 2.95 co-authors per article and 38.1% of the publications were of multiple authorship. India was the most cited country followed by Italy and France. On the 17 January 2024 a total of 767 citations and 36.52 citations per piece were identified. Out of the 21 articles, 91 keywords and 79 keywords-plus by WOS were indexed. On the first place "HRM" followed by

"sustainability", "environmental management", "framework" and last but not least "performance".

Concerning the conceptual framework we identified 2 main clusters, in which the performance is present in both. In the co-citation network analysis, we identified that the authors are interconnected between each other. But on the other hand the social structure analysis shows the authors who work together on a single, specialized topic. We came to the result that the co-authorship is distinct and unrelated.

We analyzed the 21 articles and identified that none of these articles apply all the 11 practices mentioned by Renwick et al. (2015). The most used practice was the fourth (4) providing environmental education to the workforce.

Overall, the integration of the theoretical insights from the preliminary study and the empirical result from the bibliometric analysis enriches our understanding of green human resources and training development. By addressing key challenges and taking advantage of emerging trends, organizations can effectively promote environmental sustainability while improving employee performance and well-being.

However, further research is needed to explore new approaches and innovative practices in this rapidly evolving field.

## **9. Conclusions**

This study delved into training and development challenges through a multifaceted approach, combining an academic internship and scientific investigation involving preliminary literature review, bibliometric analysis, and questionnaire development. Firstly, the daily activities of my academic internship were described. Secondly, a bibliometric research was conducted to identify and analyse training challenges while proposing an effective green management questionnaire based on the reviewed literature. We aimed to assess the extent to which green human resources have been applied in training and development to address specific challenges. The questions we aimed to answer were as follows: Are green human resources applied in training and development to address certain challenges? What kind of challenges are faced by training and development? Is

green human resources applied in training and development to address some challenges?

In summary, the internship covered a wide range of daily responsibilities designed to promote professional growth and ensure conformity to policies and regulations. Tasks included scheduling training sessions, conducting audits, holding in-person meetings, facilitating co-financing requests, managing recruitment processes, and participating in job fairs. Although the internship presented many positive aspects, such as successfully organizing trainings under pressure and effectively coordinating logistics like hotel and service car reservations, there were areas for improvement, such as implementing uniform procedures for booking requests and optimizing communication across subsidiaries. Overall, the internship provided valuable insights into the complexities of organizational management and highlighted the importance of effective communication, coordination, and adaptability in achieving organizational objectives.

The scientific research allowed us to gain insight into the challenges encountered in the training and development department, utilizing three essential approaches: a preliminary study, bibliometric analysis, and creation of a questionnaire. The research aimed to provide insight into the current status and trends in this field. Addressing the question "What kind of challenges are faced by training and development?", the preliminary study identified significant challenges facing the human resources, training, and development department through a systematic literature review. Renwick et al. (2008, 2015) provided theoretical frameworks emphasizing the integration of green human resource practices into various aspects of organizational functioning, including training and development. These challenges ranged from skill development to job rotation aimed at fostering environmentally friendly behaviors and management skills.

Addressing the question "Are green human resources applied in training and development to address certain challenges?", the bibliometric analysis highlighted the scientific landscape surrounding green human resource development. The study revealed a growing interest in green human resources research, reflected in the increasing yearly publication of articles over a ten-year span. Notably, Guerci

et al. (2016) explored the mediating role of green human resource practices in translating stakeholder pressures into environmental performance, offering practical applications of theoretical frameworks. The analysis also highlighted the prevalence of keywords such as "HRM," "sustainability," and "environmental management," indicating core themes in the literature. Renwick et al. (2015) suggested that there is room to promote environmentally friendly behavior within organizations.

Addressing the question "Is green human resources applied in training and development to address some challenges?", through a careful review of 21 articles, the research demonstrated an alignment between the practices identified by Renwick et al. and empirical studies, providing a comprehensive understanding of dominant trends and practices in the field. None of the analyzed articles applied all 11 practices identified by Renwick et al. (2015). Providing environmental education to the workforce emerged as the most applied practice by companies. Based on these practices and findings, structured questions for future research were created to identify the green training practices companies are implementing.

Overall, the research emphasized the integration of green human resource practices, addressing challenges ranging from skill development to fostering environmentally friendly behaviors and management techniques. The bibliometric analysis underscored a growing interest in green HR research, reflecting increasing annual publications and highlighting significant works by Renwick et al. (2015) and Guerci et al. (2016), which offer practical insights into translating stakeholder pressures into environmental performance through HR practices.

This master thesis is relevant in several keyways. Firstly, it explores the intersection of HRM and sustainability, focusing on the application of "green" HR practices in training and development. This is crucial given the challenges businesses face related to talent management and environmental concerns. Secondly, the thesis conducts a bibliometric research study to identify and analyze training challenges, ultimately proposing an effective green management questionnaire informed by reviewed literature. Through this research, it aims to assess the extent to which green HR practices are integrated into training and

development to tackle specific organizational challenges. Lastly, the thesis utilizes advanced statistical tools like R Studio and Bibliometrix to provide detailed insights into the scholarly landscape surrounding green HRM, shedding light on key trends, influential authors, and emerging areas of interest in this field of study.

We propose integrating green communities within companies where any employee can participate and contribute ideas for more environmentally friendly practices. This includes regular trainings to raise awareness on the importance of green management. Additionally, incorporating virtual reality trainings can help apply the right practices, as the consequences of decisions made during such trainings can be demonstrated.

Future research directions could involve replicating the study methodology in different sectors. We also recommend conducting interviews using the developed questionnaire, expanding to include not only the human resources department but also the environmental officer and managers. This research was limited in data as there is a lack of previous studies concerning GHRM, especially in training and development. Another limitation was time constrain, as this research was created in 6 months. This master thesis significantly contributes to understanding the intersection of HRM and sustainability, providing valuable insights and recommendations for future exploration and implementation in organizational settings.

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## Annex A



**Merbag S.A.**  
Autorisierter Mercedes-Benz  
Verkauf und Service

Mercedes-Benz  
Luxembourg, 25.04.2024

## Certification

We hereby confirm that Mrs Mélanie Carvalho Neves (Student Number a78590), born on 15/10/1999 in Esch-sur-Alzette, residing in L-4125 Esch-sur-Alzette, 64, Rue des Franciscains, was employed by Merbag S.A. as a trainee in the HR/Training department, under the supervision of Hannah Niederprüm, training employee. This academic internship took place from 18/09/2023 to 15/03/2024, totalling 920 hours.

With kind regards  
Merbag S.A

*p.o. Giuliana Böhm*

Jennifer Thomas  
Responsable Ressources Humaines

Hannah Niederprüm  
Employée Formation

## MERBAG

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und Mercedes-Benz sind Marken der Mercedes-Benz Group AG.

## Annex B

Senden	Von ▾	[REDACTED]
	An	[REDACTED]
	Cc	
Betreff		*Schulungsunterlagen*

Hallo [REDACTED],

anbei erhaltet ihr folgende Schulungsunterlagen:

- ➔ [Schulungseinladung / Buchungsbestätigung \(Details s. GTLS\)](#)
- ➔ [Info Hotelrechnung](#)
- ➔ [Reservierung Hotelzimmer](#)
- ➔ [Info Fahrzeugreservierung](#)
- ➔ [Antrag A1 Formular \(vom Mitarbeiter beim Auslandstermin mitzuführen\)](#)
- ➔ [Teilnehmerliste \(bitte vollständig unterschrieben im Anschluss an die Veranstaltung als Scan an uns zurücksenden\)](#)

<u>Schulung:</u>	
<u>Sch.Nr.</u>	
<u>Datum:</u>	
<u>Ort:</u>	
<u>Teilnehmer:</u>	

Bitte beachten, dass die Kollegen folgende E-Trainings vor Trainingsbeginn in GTLS vollständig bearbeitet haben, falls noch nicht geschehen:

- T2397D-DE-Rezert
- 

### Fahrzeugreservierung:

- Ein Fahrzeug wurde reserviert, bitte Fahrgemeinschaft mit XXX vom Standort XXX bilden.

Bei Fragen meldet euch bitte jederzeit.

Freundliche Grüsse  
Meilleures salutations  
Kind regards

# Annex C

MERBAG S.A. - Trainingsplanung 2023																																		
Stand: 6.11.23		= aus OP 2022																																
Training / Schulung										Teilnehmer				Details												Kosten			Einladung		Termininfo			
Trainingscode	Plattform	Bezeichnung								Name	Vorname	Manusetzungen	gehört zu Lernpfad	Schulungsarr.	Kostenstelle	KSt-Bezeichnung	GVO, CAST, OP (Jahr angeben)	In Bearbeitung 2023 Anmelden 2023 Bestätigt 2023 Durchgeführt Storniert	Art der Schulung	Schulungsanbieter	Schulungs ort	Beginn (Datum)	Ende (Datum)	SMT	Anzahl TN	SMT gesamt	Kosten Plan	Kosten IST	Bemerkungen	Einladung erhalten am	Termininfo Standort am Informiert / bestatigt			
		EFA 2023 - S2P-TP01										7274	3181	CE - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00						11.10.2023	11.10.2023			
		EFA 2023 - S2P-TP01										7274	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00						11.10.2023	11.10.2023			
M0341V	GTLS	Reihe 10 - Pkw, Transporter - Führungskompetenz - erfolgreiche Umsetzung									M0357279	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
M0342V	GTLS	Reihe 10 - Pkw, Transporter - Führungskompetenz - E-Mobilität und Service									M0357279	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
M0343V	GTLS	Reihe 10 - Pkw, Transporter - Führungskompetenz - Leadership bei der Digit									M0357279	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
V0250D	GTLS	Reihe 119 Pkw, Transporter • Praxisleitung email									V0208Q	3382	DK - Spenglerei PW	OP 2022	bestätigt 2024	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
V0248V	GTLS	Reihe 119 Pkw, Transporter • Praxisbegleitung Telefon 3 Vas									V0208Q	3382	DK - Spenglerei PW	OP 2022	bestätigt 2024	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
Y2320F	GTLS	Service Expert Meeting MBBelux Vanc 2023 - Technische thema's.									7271	3181	CE - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
S9004F	GTLS/TT	Individualschulung Truck & Van Service Contracts Mercedes-Benz									7272	3291	LL - Werkstatt NF	OP 2022	bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
Y2320F	GTLS	Service Expert Meeting MBBelux Vanc 2023 - Technische thema's.									7271	3291	LL - Werkstatt NF	OP 2022	bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
Y2320F	GTLS	Service Expert Meeting MBBelux Vanc 2023 - Technische thema's.									7271	3591	RO - Werkstatt NF	OP 2022	bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
		Sales Training Franke									7273	3251	LL - Verkauf TR neu		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
Y2320F	GTLS	Service Expert Meeting MBBelux Vanc 2023 - Technische thema's.									7271	3291	LL - Werkstatt NF	OP 2022	bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
V0250D	GTLS	Reihe 119 Pkw, Transporter • Praxisleitung email									V0208Q	3291	LL - Werkstatt NF	OP 2022	bestätigt 2024	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
V0248V	GTLS	Reihe 119 Pkw, Transporter • Praxisbegleitung Telefon 3 Vas									V0208Q	3291	LL - Werkstatt NF	OP 2022	bestätigt 2024	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
S0628F	GTLS	Best Customer Contact - jour 1&2									7283	3141	GE - Verkauf PKW neu		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
S0628F	GTLS	Best Customer Contact - jour 1&2									7283	3441	ES - Verkauf PW neu		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
		Sprachkurs Französisch Anfänger									7284	3591	RO - Werkstatt NF		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
M0356V	GTLS	Reihe 9 - Pkw, Transporte - Klarheit & Passion durch Sinnstiften									M0357285	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
M0355V	GTLS	Reihe 9 - Pkw, Transporte - Schwarmintelligenz aktivieren durch prinzipien									M0357285	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
M0357V	GTLS	Reihe 9 - Pkw, Transporte - Schwarmintelligenz aktivieren durch prinzipien									M0357285	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
		AMG Expert Training									7286	3181	CE - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
		Technischer Besuch BRABUS									7288	3481	ES - Werkstatt PW		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
P0152P	GTLS	Pkw, Transporter, smart - Qualifizierungsprogramm - Teile-/Prozessspezialist									T2361D + P0106E	3271	LL - TuZ		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
T9018P	TBLS	Qualifizierungsprogramm Systemtechniker Antriebsstrang / Fahrwerk									T1913F, T1028F, T2	3291	LL - Werkstatt NF	OP 2022	in Bearbeitung 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	4,00	1,00	4,00											
		Social-Media Seminar									7291	3251	LL - Verkauf TR neu		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	2,00	1,00	2,00											
T2633F	GTLS	Nouveautés nouvelle Classe E									T2631D + C 7289	3481	ES - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
T2633F	GTLS	Nouveautés nouvelle Classe E									T2631D + C 7290	3481	ES - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
T2633F	GTLS	Nouveautés nouvelle Classe E									T2631D + C 7293	3481	ES - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
		Sensibilisierung Gasantriebsysteme in Fahrzeugen - E-Learning									7294	3291	LL - Werkstatt NF		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	0,25	1,00	0,25											
		Sensibilisierung Gasantriebsysteme in Fahrzeugen - E-Learning									7294	3251	LL - Verkauf TR neu		durchgeführt	extern	AMG	Viernheim	11.12.2023	12.12.2023	0,25	1,00	0,25											
S0094F	GTLS	Product update & competitor comparison Cars 2023									7304	3011	DLZ - Konzernleitung		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
S0094F	GTLS	Product update & competitor comparison Cars 2023									7304	3141	CE - Verkauf PKW neu		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
S0094F	GTLS	Product update & competitor comparison Cars 2023									7304	3141	CE - Verkauf PKW neu		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
Y2322F	GTLS	Customer experience EQ									7307	3481	ES - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
Y2322F	GTLS	Customer experience EQ									7307	3481	ES - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
		Gebrauchtwagen Workshop									7303	3143	CE - Verkauf PW Occ		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
T9011V	TBLS	Lkw - Änderungen/Neuerungen eActros inkl. Sattelzugmaschine/eEonic									3591	RO - Werkstatt NF		Lernanfrage 2024	extern	AMG	Viernheim	11.12.2023	12.12.2023	0,25	1,00	0,25												
T2100F	GTLS	Pkw   Markteinführung   S-Klasse BR 223 Plug-in-Hybrid									7308	3381	DK - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
T2355F	GTLS	Pkw • Markteinführung • EOS V297									7306	3181	CE - Werkstatt PW		bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00											
		Betriebsratwahlen 2024 in Luxemburg - Inklusive der Neuerungen für 2024											unter dem Schulungszentrum	DLZ - Konzernleitung	bestätigt 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	4,00	4,00											
		Führerschein Klasse D (Vorbesitz Klasse C bis 2 Jahre)									3255	LL - Verkauf Bus neu		in Anmeldung 2023	extern	AMG	Viernheim	11.12.2023	12.12.2023	1,00	1,00	1,00												

MERBAG S.A. - Trainingsplanung 2023																									
Stand: 6.11.23		= auc OP 2022																							
Training / Schulung			Teilnehmer				Kosten																		
Trainingscode	Plattform	Bezeichnung	Name	Vorname	Voraussetzungen	gehört zu Lernpfad	Schulungsnr.	Anzahl TN	SMT gesamt	Kosten Plan	Kosten IST	Bemerkungen	Einladung erhalten am	Termininfo Standort am / informiert / bestätigt	M193 oder TNL gemalt am	Dokumente gemalt am	A1 an CCSS am	Fahrzeug angefragt / bestätigt	Hotel angefragt / bestätigt	Rechnung erhalten am	Externe Rg Nr. iFine	Bestellnummer 2023 -	lfd. Nr.	fehlende Dats für JA 23	
63		EFA 2023 - S2P-TP01					7274	1,00	2,00				11.10.2023	11.10.2023				vorbereitet	20.11.2023	11.10.2023				758	TNL, RG
64		EFA 2023 - S2P-TP01					7274	1,00	2,00				11.10.2023	11.10.2023				vorbereitet	20.11.2023	11.10.2023				759	TNL, RG
65	M0341V	GTLs	Reihe 10 - Pkw, Transporter - Führungskompetenz - erfolgreiche Umsetzung				M0347279	1,00	0,50				selbst	entfällt, er bucht selbst										760	TNL, RG
66	M0342V	GTLs	Reihe 10 - Pkw, Transporter - Führungskompetenz - E-Mobilität und Service				M0347279	1,00	0,50				selbst	entfällt, er bucht selbst										761	TNL, RG
67	M0343V	GTLs	Reihe 10 - Pkw, Transporter - Führungskompetenz - Leadership bei der Digit				M0347279	1,00	0,50				20.10.2023	entfällt, er bucht selbst										762	TNL, RG
68	V0250D	GTLs	Reihe 119 Pkw, Transporter • Praxisleitung email				V0208Q	1,00	2,00				MG 6.7. und Global Training -> Warteliste, 12.10.: V0250D wird automatisch entsperrt in GTLS, wenn Voraussetzungen erfüllt;										763	TNL, RG	
69	V0248V	GTLs	Reihe 119 Pkw, Transporter • Praxisbegleitung Telefon 3 Vas				V0208Q	1,00	1,00				MG 6.7. und Global Training -> Warteliste										764	TNL, RG	
70	Y2320F	GTLs	Service Expert Meeting MBBelux Vans 2023 - Technische thema's.				7271	1,00	2,00				11.10.2023	11.10.2023		30.10.2023	11.10.2023	12.10.2023	Hotel von MBBELUX					765	RG
71	S9004F	GTLs/TT	Individualschulung Truck & Van Service Contracts Mercedes-Benz				7272	1,00	1,00				Reminder Paid,	12.10.2023	TNL 02.11.	02.11.2023	23.10.2023	12.10.2023	entfällt, s. Mail G.Marx 12.10					766	vollständig
72	Y2320F	GTLs	Service Expert Meeting MBBelux Vans 2023 - Technische thema's.				7271	1,00	2,00				13.10.2023	12.10.2023		30.10.2023	23.10.2023	20.10.2023	Hotel von MBB	14.11.2023	4151005653		767	vollständig	
73	Y2320F	GTLs	Service Expert Meeting MBBelux Vans 2023 - Technische thema's.				7271	1,00	2,00				13.10.2023	12.10.2023		30.10.2023	23.10.2023	wurde von Dun	Hotel von MBBELUX					768	RG
74			Sales Training Frankia				7273	1,00	1,50				entfällt, s. Mail	kam von Standl	13.10.2023	13.10.2023	23.10.2023	hat Dienstwagen	Hotel von Frankia organisiert					769	RG
75	Y2320F	GTLs	Service Expert Meeting MBBelux Vans 2023 - Technische thema's.				7271	1,00	2,00				13.10.2023	12.10.2023		30.10.2023	23.10.2023	Fahrgemeinschaft	Hotel von MBBELUX					770	RG
76	V0250D	GTLs	Reihe 119 Pkw, Transporter • Praxisleitung email				V0208Q	1,00	2,00				16.10.2023											771	TNL, RG
77	V0248V	GTLs	Reihe 119 Pkw, Transporter • Praxisbegleitung Telefon 3 Vas				V0208Q	1,00	1,00				16.10.2023											772	TNL, RG
78	S0628F	GTLs	Best Customer Contact - jour 1&2				7283	1,00	2,00				23.10.2023	23.10.2023		23.10.2023	23.10.2023	entfällt	23.10.2023	02.11.2023+;	4151005549+4151005641		773	vollständig	
79	S0628F	GTLs	Best Customer Contact - jour 1&2				7283	1,00	2,00				23.10.2023	23.10.2023		23.10.2023	23.10.2023	entfällt	23.10.2023	02.11.2023+;	4151005549+4151005641		774	vollständig	
80			Sprachkurs Französisch Anfänger				7284	1,00	1,00				läuft über Stand	to do, wenn alles geklärt									to do	775	TNL, RG
81	M0356V	GTLs	Reihe 9 - Pkw, Transporte - Klarheit & Passion durch Sinnstiften				M0347285	1,00	0,50				25.10.2023	entfällt, er bucht selbst										776	RG
82	M0355V	GTLs	Reihe 9 - Pkw, Transporte - Schwarmintelligenz aktivieren durch prinziporien				M0347285	1,00	0,50				entfällt, er bucht selbst											777	RG
83	M0357V	GTLs	Reihe 9 - Pkw, Transporte - Schwarmintelligenz aktivieren durch prinziporien				M0347285	1,00	0,50				entfällt, er bucht selbst		20.11.2023									778	RG
84			AMG Expert Training				7286	4,00	8,00				den	lief alles über Standorte										779	TNL, RG
85			Technischer Besuch BRABUS				7288	3,00	3,00				entfällt, Brabus	26.10.2023	23.11.2023		vorbereitet	über Esch eri.	kein Hotel					780	TNL, RG
86	P0152P	GTLs	Pkw, Transporter, smart - Qualifizierungsprogramm - Teile-/Prozessspezialist				T2361D + P0106E	1,00	0,00				ieren und danach wird auf diesen Lernpfad gebucht											781	RG
87	T9018P	TBLS	Qualifizierungsprogramm Systemtechniker Antriebsstrang / Fahrwerk				T1931F, T1028F, T2	1,00	4,00															782	vollständig
88			Social-Media Seminar				7291	1,00	2,00				TT kontaktiert a	27.10.2023	to do				entfällt	entfällt	02.11.2023	20234217		783	TNL
89	T2633F	GTLs	Nouveautés nouvelle Classe E				T2631D + C 7289	1,00	1,00				03.11.2023	03.11.2023		07.11.2023	20.11.2023	läuft über esch	03.11.2023	wurde umgebucht				784	RG
90	T2633F	GTLs	Nouveautés nouvelle Classe E				T2631D + C 7290	1,00	1,00				03.11.2023	03.11.2023		03.11.2023	20.11.2023	läuft über esch	03.11.2023					785	RG
91	T2633F	GTLs	Nouveautés nouvelle Classe E				T2631D + C 7293	1,00	1,00				06.11.2023	06.11.2023		07.11.2023	20.11.2023	läuft über esch	06.11.2023					786	RG
92			Sensibilisierung Gasantriebsysteme in Fahrzeugen - E-Learning				7294	1,00	0,25				06.11.2023	06.11.2023	TNL to do		entfällt	entfällt	entfällt	09.11.2023	1021699054		787	TNL	
93			Sensibilisierung Gasantriebsysteme in Fahrzeugen - E-Learning				7294	1,00	0,25				06.11.2023	06.11.2023	TNL to do		entfällt	entfällt	entfällt	09.11.2023	1021699055		788	TNL	
94	S0094F	GTLs	Product update & competitor comparison Cars 2023				7304	1,00	1,00				10.11.2023	10.11.2023			20.11.2023	14.11.2023	14.11.2023					789	TNL
95	S0094F	GTLs	Product update & competitor comparison Cars 2023				7304	1,00	1,00				10.11.2023	10.11.2023			20.11.2023	14.11.2023	14.11.2023					790	TNL
96	S0094F	GTLs	Product update & competitor comparison Cars 2023				7304	1,00	1,00				10.11.2023	10.11.2023			20.11.2023	14.11.2023	14.11.2023					791	TNL
97	Y2322F	GTLs	Customer experience EQ				7307	1,00	1,00				10.11.2023	10.11.2023			20.11.2023	läuft über esch	20.11.2023					792	RG
98	Y2322F	GTLs	Customer experience EQ				7307	1,00	1,00				10.11.2023	10.11.2023			20.11.2023	läuft über esch	20.11.2023					793	RG
99			Gebrauchswagen Workshop				7303	10,00	10,00				entfällt											794	TNL
00	T9011V	TBLS	Lkw - Änderungen/Neuerungen eActros inkl. Sattelzugmaschine/eEconic					1,00	0,25				22.11.: Platz war bereits vergeben, auf LA gebucht											795	TNL, RG
01	T2100F	GTLs	Pkw   Markteinführung   S-Klasse BR 223 Plug-in-Hybrid				7308	1,00	1,00				18.11.2023	17.11.2023 ok			vorbereitet	erledigt Joachim	21.11.2023					796	
02	T2355F	GTLs	Pkw • Markteinführung • EQ3 V297				7306	1,00	1,00				17.11.2023	16.11.2023		23.11.2023	20.11.2023	20.11.2023	20.11.2023					797	RG
03			Betriebsratswahlen 2024 in Luxemburg - Inklusive der Neuerungen für 2024				unter d	4,00	4,00				endet am 20.11	17.11.2023	to do		entfällt	entfällt	entfällt					798	TNL, RG
04			Führerschein Klasse D (Vorbesitz Klasse C bis 2 Jahre)					1,00	1,00				1. c. Mail M Pater						entfällt	entfällt			to do	799	TNL

## Annex D

Merbag S.A.

### Automietung

Liebe Kollegin, lieber Kollege,

für folgende Schulung wurde eine Fahrzeugreservierung vorgenommen:

#### **DTCO 4.1 Einführungsschulung Fahrtenschreiber**

Schulungsdatum: 23.08.2023  
Schulungsort: Saarbrücken

#### **Mietung eines Fahrzeugs**

Von 22.08.2023, 16:00 Uhr bis 24.08.2023, 08:15 Uhr

Das Fahrzeug wurde bei Merbag S.A. - Standort Leudelage auf den Namen [REDACTED] reserviert;  
bitte das Fahrzeug im SAV abholen. Hierbei muss ein gültiger Führerschein vorgelegt werden.

Wenn ihr Fragen habt, meldet euch gerne bei uns.

Wir wünschen eine gute Fahrt!

Euer Team Formation

Mirja und Hannah

Telefon: -693 (Mo-Fr von 8-13 Uhr)  
E-Mail: training@merbag.lu

# Annex E



## DEMANDE D'ATTESTATION EN CAS DE TRAVAIL À L'ÉTRANGER

Déclaration rectificative

### 1) Données concernant l'employeur

MATRICULE EMPLOYEUR	19962219198
Nom ou dénomination	Merbag S.A.
Rue, Numéro	rue de Bouillon , 45
Code Postal, Localité	1248, Luxembourg
Tél.	408011

### 2) Données concernant l'assuré

MATRICULE ASSURÉ *	[REDACTED]
Nom	[REDACTED]
Prénom(s)	[REDACTED]
Nom marital	[REDACTED]
Rue, Numéro	[REDACTED]
Code Postal, Localité	[REDACTED]
Code Pays	[REDACTED]

### 3) Données concernant la période de travail à l'étranger

Période de travail à l'étranger du 28/11/2023 au 29/11/2023

#### 3) a) Détachement dans un État

Code pays du lieu de travail	[REDACTED]
Dénomination	[REDACTED]
Rue, Numéro	[REDACTED]
Code Postal, Localité	[REDACTED]
<input type="checkbox"/> Pas d'adresses fixes dans l'État d'emploi	
<input type="checkbox"/> Nom du navire _____ Sous pavillon _____	

#### 3) b) Activité exercée normalement dans deux ou plusieurs États

<input type="checkbox"/> sur le territoire de plusieurs États membres de l'UE	<input type="checkbox"/> occupation partielle dans le pays de résidence
<input type="checkbox"/> sur le territoire de plusieurs États tiers	
Lesquels ?	_____

Luxembourg

03/11/2023

\_\_\_\_\_, le \_\_\_\_\_, le \_\_\_\_\_

Lieu

Date

Signature



Code Archivage  
C122 (V2021)

Réserve à l'administration	

\* A défaut de matricule, veuillez indiquer la date de naissance et joindre une copie d'une pièce d'identité officielle.

## Annex F

### Liste de Présence Formation

Catégorie: <u>Qualité / ISO / Sécurité</u>		Projet de formation N°		[REDACTED]		A remplir par le service RH de l'entreprise après la formation
Titre de la formation: <u>Gabelstaplerführerschein - Recycling (Deutsch)</u>						
Durée de la formation (en heures) : 8h00						
Formateur interne	<input type="checkbox"/>					
Formateur externe	<input checked="" type="checkbox"/>	CNFPC <u>Strassen</u>				
Fournisseur-formateur	<input type="checkbox"/>					
Autoformation	<input type="checkbox"/>					
Participants		Date	Heures		Durée	Signature
Nom	Prénom		De	A		
[REDACTED]	[REDACTED]	13/12/2023	07:15	15:15	8h00	X

Total participants : 1

Total heures : 8h00

\_\_\_\_\_  
STRASSEN le, \_\_\_\_\_ 13/12/2023

\_\_\_\_\_  
Signature du formateur interne de l'entreprise, du formateur externe ou du fournisseur-formateur

## **Annex G**

### **Questionnaire**

1. Do you have regular training needs analysis? An assessment to identify the needs and environmental management trainings needs.
2. Can you provide examples of initiatives or programs aimed at promoting environmental awareness and values among employees?
3. Are there posts with sustainable practices (recycling, energy, waste management...) which employees are encouraged to apply?
4. Are department meetings implemented to discuss environmental impact, areas of improvement and/or solutions?
5. Could you describe the green training and development programs offered to employees to enhance their environmental knowledge and skills?
6. Does the company encourage virtual trainings / classrooms to minimize travel – related emissions as there are 5 subsidiaries in Luxembourg?
7. What are the key challenges/barriers you foresee in implementing environmental training programs effectively?
8. What methods or formats of training delivery would be most effective for environmental management training?
9. What specific topics or areas would you like to see covered in environmental management training within your organization?
10. Do you ever thought of establishing employee engagement programs, such as green teams or sustainability committees, to involve employees in identifying and implementing environmental initiatives within the organization?