

The Development of Green Human Resources Management in Indonesia

Endah Kurniawati

²Department of Management, Universitas Islam Kediri, Indonesia
endahkurniawati@uniska-kediri.ac.id

Abstract

The environmental damage that occurs due to industrial development requires organizations to implement Green HRM (Human Resource Management) to achieve the company's environmental and sustainability goals, as well as provide benefits for employees and the company. By implementing Green HRM, companies can improve efficiency and environmental performance. This research aims to provide a detailed description of Green HRM practices as additional knowledge and new insights. This research was conducted with a qualitative descriptive approach and used data collection methods through literature studies. The study showed the result that the development of Green HRM in Indonesia has shown progress but still facing many challenges and obstacles. The sustainability and diversity of human resources in Indonesia can be a competitive advantage that strengthens Green HRM practices.

Keywords: Green HRM, development, challenges, barriers, opportunities

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Email Co-Author : endahkurniawati@uniska-kediri.ac.id



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Introduction

Pollution of the air, water, and soil are a few examples of the environmental issues Indonesia's industrial expansion has brought about. The organization must therefore consider how its operations may affect the environment. According to John Elkington's Triple Bottom Line (TBL) philosophy, running an organization requires three factors need to be considered, namely profit, people, and planet. Sugiarto, A., & Suharti, L. (2017) applying Green HRM (Human Resource Management) to human resource management procedures is one of the approaches to achieve this. Green HRM is a human resource management idea that aims to pay attention to the environmental effect of HRM actions. This idea covers aspects such as environmentally friendly recruitment, educating employees about environmentally green practices, and creating CSR (Corporate Social Responsibility) initiatives that prioritize the environment.

The Indonesian Government has established several regulations to support the adoption of Green HRM, including Law No. 32 of 2009 concerning Environmental Protection and Management, Minister of Environment and Forestry Regulation No. 1 of 2021 concerning Company Performance Rating Assessment Program in Environmental Management, and Government Regulation No. 99 of 2012 concerning B3 Waste Management. In line with Green HRM (Sustainable Human Resource Management), which is a strategic approach used by businesses to ensure that their human resource management practices contribute to sustainable environmental goals, the government encourages companies to comply with environmental regulations and implement sustainable business practices. Therefore, it means that if the firm thrives in the right way, it signifies that they have complied with the government's environmental standards and that they have also likely adopted sustainable business practices. The following findings were attained based on the assessment conducted by the Ministry of Environment and Forestry of the Republic of Indonesia in numerous firms over three years, from 2020 to 2022:

- a) Reductions in GHG emissions, traditional emissions, pollutant loads, and 3R waste recycling of both non-B3 and B3 waste.
- b) Energy and water efficiency occur.
- c) The trend of increasing the number of innovations by 25% in 2022.
- d) The number of companies entering the gold proper rank is increasing. In 2020 there were 32 companies, 47 companies in 2021, and 51 companies in 2022.
- e) In 2020, two companies are part of the black rank; in 2021, there are none; and in 2023, there are two companies.
- f) A trend that tends to increase in terms of community empowerment.

According to the assessment's findings, Green HRM has been widely adopted by several businesses. The organization gains a lot of advantages from the adoption of Green HRM. According to Suharti, L., & Sugiarto, A. (2020), the advantages of implementing green HRM include healthier employees, a positive company image, skilled and dedicated workers, a reduction in adverse environmental effects, waste reduction, and waste recycling to lower production costs. Meanwhile, Imron, A (2022) reports developments in terms of retaining employees, fostering competition, and obtaining an environmentally friendly

Additionally, Renwick, D. W (2013) research on green HRM can aid businesses in incorporating sustainable principles into their business plans. In their study, they created a Green HRM model and demonstrated how using it may bring some advantages for businesses and the environment.

Nevertheless, Green HRM implementation in Indonesia still faces some difficulties. One of the primary barriers to implementing Green HRM in enterprises in Indonesia, according to Purnomo, A. K (2021), is a lack of socialization with employees and management knowledge of the necessity of ecologically friendly practices Astuti, M. W (2018), discovered the weakness of comprehension of the use of green HRM. The aforementioned studies demonstrate that companies in Indonesia already bear the responsibility of caring for the environment by implementing Green Human Resources Management.

The challenge in implementing Green HRM is a problem that is necessary to increase awareness and understanding of employees and management about the importance of environmentally friendly practices in HRM. Green HRM implementation in Indonesia appears to have a bright future Sekretariat Proper (2021). It motivates researchers to conduct further studies on the following objectives related to Green Human Resources Management (Green HRM) problems objectives: 1. How is the analysis of Green HRM development going? 2. What are the difficulties in putting Green HRM into practice? 3. What prospects do you see for Green HRM? Through the research, it is possible to learn about the GHRM's developments and difficulties as well as the barriers that can prevent its successful implementation. Professionals and entrepreneurs will benefit from knowing the detailed picture that can be used as extra knowledge and fresh insights about GHRM practices if they have enough information about the advances, problems, and opportunities of Green HRM in the future. As a result, the most pertinent green HR best practices will be made available to HR practitioners. On the other hand, academics must look at GHRM practices in several contexts, implications, and difficulties.

Methodology

The research used qualitative descriptive methods. The qualitative descriptive research method is a research method based on the concept of post-positivism, widely used to study natural objects, where researchers act as an important tool and make objective descriptions of the background or basis against visible facts Sugiyono (2018). Researchers use this method because it can describe the conditions observed in the field more accurately, transparently, and in more detail.

The technique to collect the data used was literature studies. According to Sugiyono (2018), literary research is theoretical research and other references related to values, culture, and norms that develop in the social situation studied. In this study, the author chose to review the literature by collecting references to research journals, books, and government regulations related to the implementation of Green HRM.

Result and Discussion

The Development of Green HRM

The development of Green HRM (Green Human Resource Management) in Indonesia has shown good practice. Many companies in Indonesia are implementing green human resource management strategies to protect the environment and improve their business sustainability. Here are some examples of companies that implement green HRM in Indonesia:

- a) PT. Sinar Sosro: This Indonesian company has implemented green practices by promoting quality, safety, health, and environmental friendliness in its business.
- b) Unilever: Unilever, the largest trading company in the world, has also implemented the practice of going green. They have various programs around the world inviting people to participate in environmental sustainability.
- c) Panasonic: Panasonic created "Panasonic Environmental Vision 2050" as a long-term commitment to sustainable environmental management.
- d) *The Body Shop*: This cosmetic company is known for its natural products and also uses green marketing to promote its products.
- e) *Apple*: *Apple* not only focuses on innovation but also cares about the environment. They created a robot called Daisy to manipulate e-waves.
- f) PT. Indocement Tunggul Prakarsa: This company creates new products to reduce dust that can harm the environment and their work.
- g) Adidas: Adidas launched plastic shoes to reduce plastic waste in the oceans. They are working with the environmental organization *Parley for The Oceans* on this goal.
- h) Nike: Nike uses waste materials in manufacturing its products. Up to 75% of the materials in Nike products are recycled waste.
- i) Dell: Dell uses bamboo as a base for its products as an environmentally friendly alternative.
- j) Starbucks: Starbucks has made many innovations to reduce plastic waste, such as using paper cups that are environmentally friendly and easy to destroy. Adult cups, as everyone calls them, are plastic covers to replace plastic straws that can be used over and over again.

Several indicators show that many companies in Indonesia have implemented green HRM, including:

1. A large number of companies participate in the ISO 14001 certification program, which shows the company's dedication to meeting the needs of the environment through the implementation of environmental management systems Prasetyawan (2019).
2. Many companies have environmental and social policies that regulate the company's activities in reducing the environmental and social impact of their business activities Annisatulfitria (2021).
3. Many companies publicly report on their environmental performance through Sustainability Report Annisatulfitria (2021).
4. Many companies participated in Green HRM programs, such as PT.Indocement Tunggul Prakarsa, Pertamina and Unilever Indonesia, which improved their environmental performance Jessica, J. (2022); CNN (2023).

Challenges related to the implementation of green HRM

Green HRM or sustainable human resource management is an important concept in terms of sustainable development in various business sectors. However, the implementation of this concept in Indonesia still faces many challenges. According to the Minister of Industry, MS Hidayat, the Indonesian government is facing five challenges to supporting the establishment of green industries in this country Deny, S (2013).

These challenges include the need for technology, research and development, non-existent technology in many industries, high bank interest rates, lack of skilled workers, and lack of motivation to support green industries life. Nevertheless, the Ministry of Industry has taken many steps to solve these challenges, including engine restructuring and the environment and the effectiveness of the greenhouse gas emissions analysis. The industrial sector contributes significantly to the national economy, contributing 20.85% to the total domestic production in 2012.

Rany, A. E (2020), one of the other challenges is that many companies still use unworking old technology machines and have no respect for natural resources, investment and cultural models, organizational issues, and marketing-offs between tastes.

According to various research and literature, the challenges of implementing green HRM in Indonesia, in general, can be divided into different ways as follows:

1. Environmental issues: Indonesia is facing various environmental challenges like environmental degradation, climate crisis, and environmental disasters that affect environmental sustainability. These challenges include deforestation, habitat destruction, pollution, and climate change Khalid, K (2020) ; Pratama, C (2020).
2. Awareness and education: Another challenge is the lack of sufficient awareness and understanding of the importance of environmental friendliness in the work environment. Education and awareness will be important in the implementation of green HRM Pratama, Y (2015).
3. Technology and infrastructure: Implementing green HRM requires investment in environmentally friendly green technology and infrastructure. These challenges include the availability and accessibility of environmentally friendly vehicle technology and the need for environmentally friendly infrastructure Kelly, C., & Brug, E (2021); Ashari, M (2021).
4. Policies and regulations: The need to support policies and regulations for green HRM implementation in Indonesia is a major challenge. Policy needed to promote green practices in the workplace Indonesia Green Growth (2020)

Common obstacles faced by companies in implementing Green HRM

Here are some common obstacles that companies face during implementing green HRM in Indonesia:

1. Lack of awareness and understanding of the importance of green HRM practices among companies and employees. It may hinder the implementation of green resource management practices in companies in Indonesia. It is consistent with the analysis: Siburian, N., & Sugiarto, A (2022); Utama, E., Meiliani, & Anggarawati, S, (2022); Zurnali, C. A (2020).

2. There are limitations and budgets to implement human resource management practices. It is consistent with research: Utama, E., Meiliani, & Anggarawati, S (2022); Siburian, N., & Sugiarto, A (2022)
3. Resistance to change by employees and management. It is consistent with research findings: Utama, E., Meiliani, & Anggarawati, S (2022)
4. Difficulties in measuring the effectiveness of green HRM practices due to the lack of clear standards to measure the effective implementation of green HRM practices. It makes it difficult for companies to assess the effectiveness of their green resource management practices. It is consistent with the analysis of Siburian, N., & Sugiarto, A (2022).
5. The participation of employees in the implementation of green resource management systems is not even shown. The involvement of employees is very important to ensure the successful implementation of green HRM practices in the company. It is consistent with the research of Utama, E., Meiliani, & Anggarawati, S (2022).

How to overcome challenges and barriers to implement green HRM

Green HRM is a programme that helps create a green workforce that can understand and appreciate the green culture in an organisation which requires a high level of technical and management skills in employees Isrososiawan, S., Rahayu, A., & Wibowo, L (2020). Many solutions can be applied to overcome the challenges and obstacles to implement green HRM in Indonesia, including:

1. Companies can use new environmentally friendly methods and technologies such as renewable energy technologies (Ministry of Environment and Forests, 2020).
2. Develop a comprehensive green resource management plan that is consistent with organizational sustainability goals Suharti, L., & Sugiarto, A, Utama, E., Meiliani, & Anggarawati, S. (2022).
3. Make employees aware and involved in human resource management practices through training and education programs. It is an effective program to make employees aware and skilled in green HRM Utama, E., Meiliani, & Anggarawati, S (2022)
4. Implement a reward and recognition system that motivates employees to adopt green resource management practices such as tax incentives and health benefits Musofa, A., & Yuniardi, T (2021).
5. Work with external stakeholders, such as suppliers and customers, to promote green labor management practices throughout the supply chain. In addition, companies can use business networks and companies to build strong relationships with companies that share a common goal. Partnerships can be established between business and government indicating that businesses can partner with the government to create sustainable policies and programs. By implementing this solution, Green HRM can be widely accepted in Indonesia, providing benefits to the environment and society as a whole Musofa, Ahmad et. Al (2021).
6. Conduct regular monitoring and evaluation of green resource management practices to identify areas requiring improvement and ensure sustainable progress Darmawan, K. K., Agung, I. G., & Sari, M. K (2022).

Opportunities of Green HRM in the Future

Green HRM or the sustainable *management of human resources* is a topic that is increasingly important in the present and the future. The potential of Green HRM in the future is enormous, as awareness of the importance of environmental protection increases worldwide Winarto (2022)

Several opportunities for human resource management in the future are:

1. There is a growing demand for workers with environmental and renewable energy knowledge and skills.
2. The need for organizations to reduce the environmental impact of their work.
3. The adoption of policies and sustainable policies by the company to meet the requirements and environmental standards is becoming stronger.
4. Technological development continues with innovations that help organizations reduce their environmental impact.

To maximize this opportunity for green human resource management, organizations must implement sustainable policies and practices, such as energy management, waste reduction, and environmentally friendly resource use. In addition, organizations should increase employee awareness and it is also important that they regularly assess and measure their environmental impact and create incentive and reward systems for those who do sustainability.

Organizations that can help implement green HRM in Indonesia are Green Business Indonesia and Green Jobs Indonesia. Green work is a type of work that focuses on the sustainability and protection of the environment ILO (2020). This project focuses on efforts to reduce negative environmental impacts, manage sustainable resources, and promote the use of renewable energy. Green projects span a variety of fields, including renewable energy, waste management, sustainable travel, green building design and construction, gardening, nature conservation, and more. Here are some examples of green projects in Indonesia:

1. Renewable energy: Activities related to the development, installation, operation and maintenance of renewable energy sources such as solar energy, wind energy, hydropower and bioenergy.
2. Waste Management: Activities that include waste management, recycling and landfill.
3. Sustainable transport: Activities related to the development of sustainable transport, such as the production of electric vehicles, electricity-receiving equipment and the development of environmentally friendly public transport.
4. Design and construction of environmentally friendly buildings: Services related to the design, construction and design of buildings that focus on energy efficiency, the use of environmentally friendly materials and good air quality management.

Green business refers to a business model that takes into account its impact on the environment and seeks to reduce its carbon footprint and adopt sustainable business practices. Green business can cover different areas, from renewable energy industry, waste management, sustainable fishing, product development and environment, and sustainable tourism Zakawali, G (2022).

In Indonesia, these are some examples of green businesses:

1. Solar Energy Plants: Companies that develop and operate solar energy to produce clean, renewable energy.
2. Waste Management: Businesses that focus on the management and recycling of waste, such as recycling plastic, paper or metal.
3. Organic farming: companies that produce agricultural products using organic methods without synthetic chemicals and respect for the environment.
4. Green transportation companies: Companies that provide sustainable transportation services, such as electric bike or car rentals, public transportation services based on renewable energy or the development of applications a journey.

This green business plays an important role in sustainable development, reducing the negative impact on the environment and promoting the use of renewable energy.

Conclusion

Green HRM or Environmentally Friendly Human Resource Management is a development of human resource management (HRM), known in Indonesia as human resource management. The implementation of green HRM in Indonesia still faces challenges and obstacles, including climate change, lack of awareness and financial constraints. However, Green HRM provides a significant opportunity for the sustainability and diversity of Indonesia's human capital, which can be a competitive advantage. To overcome these obstacles and take advantage of these opportunities, it is necessary to collaborate between the government, the private sector, and society at large. Through various involvement, including businesses, academic institutions and individuals, the implementation of green HRM in Indonesia can continue to grow and provide great benefits for environmental sustainability and economic development.

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