

How the Green Human Resources Management (GHRM) Process Can Be Adopted for the Organization Business?

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Abstract—Nowadays, Green Human Resource Management (GHRM) has become important issue to discuss further in organization and become one of the strategies in increasing competition in the business world. The purpose of this paper is to explore and explain the process of green management practice adoption in small and medium-sized enterprises. The study used the qualitative methods of study, in-depth interviews and literature analysis to collect data from small and medium-sized enterprises Jakarta. The findings of this review show that an understanding of how the Green Human Resource Management (GHRM) practices affect employee motivation to engage in environmental activities in small and medium-sized enterprises how organizations develop Green's capabilities and provide employees with opportunities to engage in environmental management organizations efforts. GHRM is a new field, and the general observation that the existing literature should be extended further from the perspective of the Human Resource Management (HRM) function. The study finds that small and medium-sized enterprises can make themselves greener by making strategic and organizational change because with eco-friendly, innovation and creativity, human resources, cost savings and competitive advantage can affect organizational change.

Keywords—*green human resource management; competitive advantage; small and medium enterprises*

I. INTRODUCTION

At present the company faces new challenges related to business sustainability. The company is required to play a role in safeguarding the environment and improving its environment-based Human Resources management strategy to continue to exist in the business world. The same conditions are also experienced by small and medium enterprises (SMEs). To improve the competitiveness of its business, SMEs must also pay attention to the management of Human Resources (HR) by taking into account environmental performance. GHRM is the main business strategy for organizations [1].

Green Human Resource Management (GHRM) is very important for companies to socialize environmental issues and be linked to HRM policies and practices [2]. Green HRM will also assist companies in building brand image and ISO 14000 implementation. Shaikh explained It is hoped that there will be

changes in organizational culture related to environmental management and this will make employees aware of the use of natural resources more economically and encourage the existence of environmentally friendly products [3]. The results of Aruljarah prove that Green Human Resource Management (GHRM) in organizations can be implemented in management functions such as job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, discipline management, health management and work safety and employee relations [4].

Based on observations in the field many SMEs lack superior human resources to manage their business. Most talented HR prefer to join large companies. Currently in choosing a job, employees also pay attention to how the company's image relates to its concern for the environment. In this regard, SMEs need to develop a human resource management strategy based on the environment related to planning, recruiting, developing, and maintaining its human resources to become one of its business value added. The purpose of this study was to analyze and create a framework for the practice of Green Human Resources Management in Small and Medium Enterprises (SMEs) in Indonesia.

II. LITERATURE REVIEW

Opatha & Pavitra explained Green Human Resources Management is all activities in the development, implementation and maintenance of a system that aims to make employees of an organization have environmentally friendly behavior [5,6]. While Renwick et al stated that the integration of corporate environmental management into human resource management is referred to as Green Human Resources Management [7]. Jabbour et al stated that Green Human Resources Management refers to "all activities involved in the development, implementation and ongoing maintenance of a system that aims to make the organization's employees green" [8]. Based on a number of studies above, it can be concluded that Green Human Resources Management is a GHRM program, process and technique that is actually implemented in the company to reduce the negative environmental impacts or

improve the company's environmental performance. Some of the functions of Green Human Resources Management:

- Green recruitment
- Green performance management
- Green training and development
- Green compensation
- Green employee relations

III. METHOD

This study uses qualitative methods to obtain the necessary data in this study, a technique that will be used by researchers in depth interviews. In-depth interview is a way to collect data or information by way of direct face to face with informants in order to get complete and in-depth data. Sampling technique used by researcher for this research is purposive sampling and snowball sampling. The researcher selects a particular person as an informant who is considered to provide the required data. Furthermore, based on the data or information obtained from the previous sample, the researcher can establish another sample which is considered will provide complete data. Researchers identified several SME owners around Jakarta as key informants. Researchers will explore the reality of informants to know the Green Human Resources Management used by SMEs. To do so, the researcher should be able to place himself in the resource position to gain an understanding of the thinking process of the resource person. In this way, researchers can know the reconstruction and perspective of resource persons. In an effort to complete the data, the researcher also conducts library research to gain theoretical knowledge from the views and opinions of experts as a reference to analyze the existing problems. Data analysis is done by organizing the data, breaking it into several units, synthesizing, organizing into patterns, choosing which ones are important and will be learned and made conclusions. Field data analysis was conducted with reference to Milles and Huberman models. According to Miles and Huberman [9,10], the activity in qualitative data analysis is done interactively and continuously until complete so that the data is saturated. Activities in data analysis are data reduction, data presentation, and conclusions. The validity of this research lies in the process by which researchers go to the field to collect data and during the process of data-interpretive analysis. Researchers use two types of validity assessment of qualitative research, which consists of Competency Subject Research and Trustworthiness. In this research, the researcher use Triangulation source, that is by comparing and rechecking trust level from source that is by comparing interview result, data with literature study.

IV. RESULTS AND DISCUSSION

Based on research found Green Framework of Human Resource Management in SMEs as in figure 1 below:

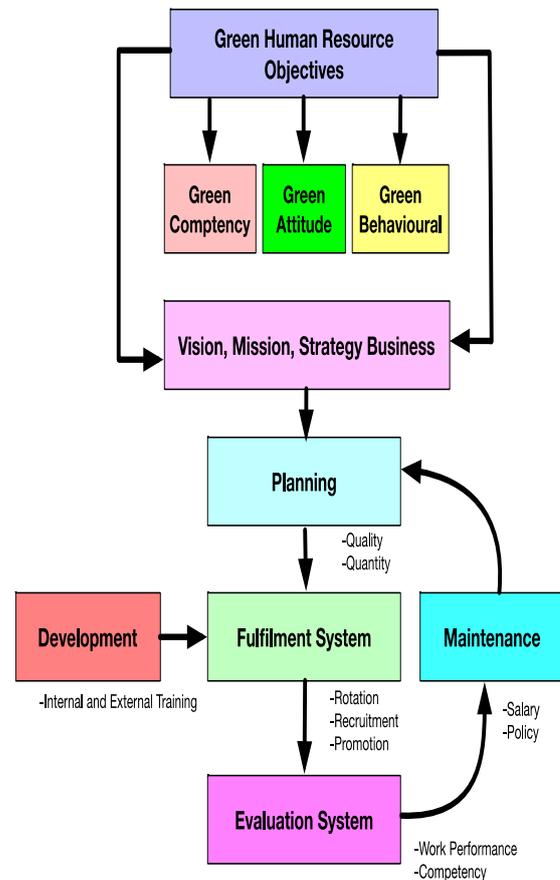


Fig. 1. Framework Green Human Resource Management in SMEs.

Implementation Green Human Resource Management SMEs need to create a Green Human Resource Management Strategy that refers to the organization's vision, mission and business strategy. The strategy relates to how to integrate competency, attitude and behavior of members of the organization to improve business performance that refers to green performance. In connection with Green Human Resource Management there are several functions that need to be a focus of attention:

A. Green Human Resources Planning

In the HR Planning Process, SMEs will make an analysis related to mapping HR needed to carry out Green Human Resources Management.

- SMEs make an overview of HR needs based on the company's vision, mission, values and business strategy.
- SMEs conduct assessment / assessment to find out the HR they have compared to what is needed.
- SMEs determine strategies to meet HR who have responsibility for environmental management activities in the company.
- SMEs design existing work in a more environmentally friendly way by incorporating tasks that are environmentally centered

B. Green Human Resources Fulfilment

In order to create an environment-oriented workforce, SMEs conduct the recruitment and selection process. SMEs integrate the company's environmental policies and strategies with company recruitment policies. In recruitment of Human Resources, SMEs carry out internal and external recruitment processes. The recruitment methods and tools used are included in simple categories. To overcome the difficulties of getting quality human resources, SMEs usually employ part-time workers. In SMEs, there is also a process of job rotation for workers to avoid boredom and improve their skills and knowledge in other fields in the UKM. But in small-scale SMEs the rotation process is rarely implemented. Existing promotions in SMEs are also limited to certain positions.

C. Green Performance Evaluation

With regard to performance appraisal for employees, criteria for measuring the performance of employees' green jobs must be aligned with organizational criteria for environmental performance. The company also sets the company's environmental performance standards in the context of green performance evaluation. Performance measurement in SMEs usually uses tools and simple formats.

D. Green Human Resources Development

In order to improve the competence of existing human resources in SMEs, there are several trainings related to the core business and creating environmental awareness. It is expected that the training on the environment will result in changes in employee attitudes and behavior. Before conducting training, the management usually analyzes and identifies the training needed by the employee. The training can be done formally and informally. In the current digital era, HR training in SMEs is mostly done informally. For example, learning through online media and sharing through digital media WhatsApp and You tube.

E. Green Human Resources Maintenance

In maintaining existing human resources, SMEs must have the right strategy. One important thing is the provision of competitive and fair compensation. To motivate employees on SME's environmental management initiatives, management usually rewards employees for making significant contributions and participating in activities related to environmental programs. Besides providing compensation, SMEs also try to create a pleasant work environment to reduce Turnover talent.

V. CONCLUSION

Green Human Resources Management (GHRM) if implemented properly will be a business value added for the competitive advantage of SMEs. GHRM must be a special program in order to realize the vision, mission, values and strategies of SMEs to enhance the growth and sustainability of SME businesses. The transformation of normal employees into green employees so as to achieve organizational environmental goals and ultimately contribute significantly to environmental sustainability refers to policies, practices and systems that make organizational employees green for the benefit of individuals, society, the natural environment and business.

ACKNOWLEDGMENT

The authors grateful to the Small and Medium Enterprises in Jakarta who are the object of our research.

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