



Green Human Resource Management Conceptual Approaches

^{1)*}Heny Desi Soviana, ²⁾ Veithzal Rivai Zainal, ³⁾ Lenny Christina Nawangsari

^{1,2,3} University of Mercu Buana Jakarta, Indonesia

*Email: ¹⁾ henydesi23@gmail.com, ²⁾ veithzal47@gmail.com, ³⁾ lenny.christina@mercubuana.ac.id

*Correspondence: ¹⁾ henydesi23@gmail.com

DOI:

10.36418/comserva.v2i6.371

ABSTRAK

Histori Artikel:

Diajukan :01-10-2022

Diterima :13-10-2022

Diterbitkan :27-10-2022

Green human resource management is currently a trend that is starting to be implemented by several companies in the world. This indicates that organizations have begun to realize the importance of protecting the environment and implementing these environmentally friendly practices in organizational performance. In this article, we will discuss the importance of green human resource management and its application in several dimensions. The research methodology used is descriptive or literature review through various literature and research results on Green Human Resource Management. The object in this study is to see how the implementation of green human resources practices is influenced by green employee empowerment and human resources partner role using research based value theory. Green human resource management has many positive impacts on organizations that implement it, one of which is maintaining business sustainability in the future and helping organizations to maintain their competitive advantage amid increasingly fierce business competition.

Keywords: Green Human Resource Management; Green Practices; Business Continuity

INTRODUCTION

Green Human Resource Management is currently becoming a trend that has begun to be launched by several industries in the world. This indicates that the industry has begun to realize the importance of protecting the environment. The environment plays an important role in influencing the failure and success of the company's business because the environment is one of the factors that can be a driver and even an obstacle to business development if it cannot be managed properly. Environmental problems have begun to become a worldwide concern due to the high level of industrial activity. Unfortunately, not many industries are aware of the importance of environmental sustainability. Even though the results of industrial activities can cause negative effects on the environment if the waste produced cannot be managed properly when it comes out to the environment. In this case, all industries are expected to be responsible for any environmental changes that occur as a result of industrial activities carried out.

Green human resource management is a concept that can predict Green human resource management is expected to be able to increase labor awareness about the impact of environmental pollution that can affect business continuity. The application of green human resource management provides benefits for the industry because it is one of the supporting factors to maintain business continuity. The industry is currently competing to maintain its business in the midst of increasingly fierce competition from time to time, so that the enactment of green human resource management can help the company in maintaining its position or even increasing its position in the industry rankings. Currently, some industries in the world have begun to realize that the harmful effects that may be caused by the results of the manufacturing production process can threaten the sustainability of their business in the long term ([Babor & Robaina, 2013](#)). Green human resource management can be a guide for

companies to develop environmentally friendly technology policies and innovations so that they can not only improve company performance but can also benefit the environment. According to ([Rodríguez-García et al.](#), 2019), environmentally friendly innovations implemented by organizations provide benefits to the level of the national economy in the industrial sector.

On this basis, this article will try to discuss the application of green human resource management in accordance with some literature and expert opinions. This is expected to be a guideline for all companies to start slowly implementing green human resource management which can increase awareness about the importance of protecting the environment.

METHODS

The research methodology used is descriptive or literature review through various literature and research results on Green Human Resource Management. The object in this study is to see how the implementation of green human resources practices is influenced by green employee empowerment and human resources partner role using research based value theory.

RESULTS AND DISCUSSION

1. Green Human Resource Management

Human resources are the spearhead of the success of an organization, because skilled human resources can help achieve organizational goals so as to lead to success. Human resources are valuable and rare company assets so that the company must be able to obtain human resources that are in accordance with the goals to be achieved by the company. When the company wants to implement green human resource management, it is necessary to carry out processes such as selection, training, etc. so that human resources can help achieve the company's goals in implementing good environmental practices in the organization. Companies that will implement green

Human resource management must go through steps, such as: referring to applicable environmental policies, identifying their impact on the environment, setting goals and objectives from the implementation of green human resource management, planning green human resource applications in the organization, to neutralizing the improvement system that can be carried out continuously. An environmentally friendly company is a company that often considers environmental protection and management in every decision making.

Green human resource management can help companies to achieve environmental balance, economic stability to create prosperity for the company and the surrounding community ([Amrutha & Geetha](#), 2020). In companies, the field that first plays a role in the process of achieving green human resource management is HR, because this function must recruit skilled talents who will then be able to apply green practices in the organization to improve environmental sustainability ([Hussain et al.](#), 2018). Green human resource management is expected to be able to improve employee morale and provide job satisfaction to employees in green practices launched by the company. Green human resource management is an adoption of a human resource management strategy to assist in achieving social goals that will have a positive impact on the company in the long term ([Ullah](#), 2017). Green human resource management adopts green practices that are environmentally friendly that can be applied by society, business, individuals, to ecology. In the company, HR plays a role in changing green human resource management policies and practices that can be applied by employees to their workers. This will create renewable energy in the company's environment, so that the green human resource management strategy can help in the entire HR process starting from the entry and exit of employees. This article will discuss a few dimensions of green human resource management, starting from job design; recruitment and selection; training and development; performance management and compensation

management. The purpose of green human resource management is to create, improve, and maintain morals in environmentally friendly behavior for every organization that implements environmentally friendly practices.

2. Green Job Design

Green job design can bring the economy and society to sustainable benefits that can preserve the environment in the present and the future. Green job design combines environmental sustainability with the duties and responsibilities of employees within the company. Green job design must be studied in such a way that it can be in line with the company's goals and increase company growth and provide welfare for employees and the surrounding community, to achieve appropriate economic and social development. Green job design can be applied to agriculture, manufacturing, research and development, to administrative services to be able to jointly preserve and restore the quality of the current environment. Green job design can be done by companies by including environmental aspects into the job description for each position in the organization.

3. Green Recruitment & Selection

Currently, many companies have begun to realize that promoting social responsibility to workers can help retain outstanding employees to launch a business plan strategy, one of which is through green recruitment and selection. Recruitment process is a process that connects employers and job seekers where companies search for candidates to apply for jobs at their organization. In this case, the company will open a job application that can be applied for by prospective workers, then a selection is made to get the best candidate who is in accordance with the company's goals. Green recruitment is a stage of a systematic process based on interest among prospective candidates. Green recruitment starts from the acceptance of prospective employees then the company will review the recruitment process based on several aspects such as HR needs, HR demands in the future, positions needed, and everything will be decided by the company internally and externally. Furthermore, every prospective workforce who has applied will be selected by HR and related field managers to determine the best talents who will be accepted to work for the company, which can later help support the green program launched by the company, this will also be discussed internally and externally.

4. Green Training and Development

Green training and development is a strategy to convey or promote the importance of protecting the environment to employees in the place where they work, so that it can be applied in the long term ([Moradeke et al.](#), 2021). Companies can increase their green value through green training and development carried out on their workforce ([Teixeira et al.](#), 2016). Green training and development can create employee awareness of the importance of preserving the environment that can be integrated with the goals of the organization at large ([Yusoff et al.](#), 2020). The application of green training and development indicates that the organization invests in its human resources through the development of attitudes and behaviors, traits, knowledge, and skills of the workforce in order to be able to support the company in achieving business sustainability in the future ([Amankwah-Amoah](#), 2018). Green training and development will assist employees in identifying challenges and opportunities in environmental sustainability management. According to ([Ullah](#), 2017), green training and development practices can serve to develop employees' ability to preserve the environment. Environmental awareness can be done to combine employee motivation, knowledge and skills ([Jannah et al.](#), 2013). Green training and development is carried out by providing knowledge and abilities to environmentally friendly employees in order to foster employee commitment to the environment.

5. Green Performance Management

Resources and the environment are currently hot topics discussed around the world due to concerns about their impact on the company's operations, so many companies are starting to implement environmentally friendly practices on their organizations to prevent these concerns from occurring ([Ahmad et al., 2020](#)). Green performance management consists of a system of evaluating employee performance activities in the process of environmental management. Green performance management creates green performance indicators to establish a set of green criteria in performance appraisal, which are integrated on environmental incidents, environmental responsibility, reduction of carbon emissions, which will then result in an environmental policy ([Delmonico et al., 2018](#)). Green performance management is carried out to evaluate employee performance by adjusting to the criteria for environmentally friendly practices set by the organization.

6. Green Compensation Management

Green compensation is compensation given to employees in financial and non-financial forms given based on the behavior of employees who are able to apply green practices in their work ([Mandago, 2018](#)). Green compensation and an unclear reward system will make employees less enthusiastic in the action of implementing green practices in companies. Therefore, it is necessary to have a proper and open payroll system for employees in order to raise employee enthusiasm in supporting every company goal, one of which is in terms of implementing green practices. Compensation and green rewards can be both tools and strategies used by companies to support green environmental practice activities within the organization.

CONCLUSION

Based on the literature review that has been studied, it was found that green human resource management can be used by companies as a strategy to achieve an environmentally friendly company by introducing the importance of the environment to the workforce through company policies to resource practices carried out by the company to promote environmentally friendly actions with the aim of achieving the sustainability of the company's business. Companies can implement green human resource management by starting from formulating policies and procedures related to environmentally friendly practices that will be carried out by the company, to producing green practices that can be applied by employees through their performance. Green human resource management technical skills and management skills of employees, as the company will develop environmental innovation initiatives and programs that have significant managerial implications. Companies can provide motivation to their employees to increase awareness of environmental ethics by implementing environmentally friendly behaviors. Green human resource management has a positive impact on the organization, namely greater efficiency, lower costs, to be able to retain employees in the organization. Environmental sustainability allows communities to meet their current needs by using natural resources without having a detrimental negative impact on the future so that our future successors can still meet their comprehensive needs. Environmentally friendly behavior by preserving the environment and encouraging sustainable development can increase competitive advantage by empowering its employees to implement environmentally friendly practices.

LITERATURE

- Ahmad, S., Abdullah, A., & Talib, F. (2020). Lean-green performance management in Indian SMEs: a novel perspective using the best-worst method approach. *Benchmarking: An International Journal*. <https://doi.org/0.1108/BIJ-05-2020-0255>
- Amankwah-Amoah, J. (2018). Cultivating greater self-confidence in African management research. *Thunderbird International Business Review*, 60(4), 511–522. <https://doi.org/10.1002/tie.21921>
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131. <https://doi.org/10.1016/j.jclepro.2019.119131>
- Babor, T. F., & Robaina, K. (2013). Public health, academic medicine, and the alcohol industry's corporate social responsibility activities. *American Journal of Public Health*, 103(2), 206–214. <https://doi.org/https://doi.org/10.2105/AJPH.2012.300847>
- Delmonico, D., Jabbour, C. J. C., Pereira, S. C. F., de Sousa Jabbour, A. B. L., Renwick, D. W. S., & Thomé, A. M. T. (2018). Unveiling barriers to sustainable public procurement in emerging economies: Evidence from a leading sustainable supply chain initiative in Latin America. *Resources, Conservation and Recycling*, 134, 70–79. <https://doi.org/10.1016/j.resconrec.2018.02.033>
- Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, 3(3), 123–127. <https://doi.org/10.1016/j.jik.2016.07.002>
- Jannah, M., Halim, L., Meerah, T. S. M., & Fairuz, M. (2013). Impact of environmental education kit on students' environmental literacy. *Asian Social Science*, 9(12), 1. <https://doi.org/10.5539/ass.v9n12p1>
- Mandago, R. J. (2018). Influence of green reward and compensation practice on environmental sustainability in selected service based state corporations in Kenya. *European Journal of Business and Strategic Management*, 3(6), 1–12.
- Moradeke, F. T., Ishola, G. K., & Okikiola, O. L. (2021). Green Training and Development Practices on Environmental Sustainability: Evidence from WAMCO PLC. *Journal of Educational Management and Social Sciences*, 2(1), 1–19. <https://doi.org/10.48112/jemss.v1i2.212>
- Rodríguez-García, M., Guijarro-García, M., & Carrilero-Castillo, A. (2019). An overview of ecopreneurship, eco-innovation, and the ecological sector. *Sustainability*, 11(10), 2909. <https://doi.org/https://doi.org/10.3390/su11102909>
- Teixeira, A. A., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., Latan, H., & De Oliveira, J. H. C. (2016). Green training and green supply chain management: evidence from Brazilian firms. *Journal of Cleaner Production*, 116, 170–176. <https://doi.org/10.1016/j.jclepro.2015.12.061>
- Ullah, M. M. (2017). Integrating environmental sustainability into human resources management: A comprehensive review on green human resources management (Green HRM) Practices. *Economics and Management*, 6(1), 14–19.

^{1*)} **Heny Desi Soviana,** ²⁾ **Veithzal Rivai Zainal,** ³⁾ **Lenny Christina Nawangsari**

Green Human Resource Management Conceptual Approaches

Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review*, 21(3), 663–680. <https://doi.org/10.1177/0972150918779294>



© 2022 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).