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## Unveiling the Green Revolution: Exploring Green HRM Implementation in Indonesian Enterprises

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### Abstract

Research on the results of using Green Human Resource Management (GHRM) has emerged as a key area of interest for HRM practices in contemporary businesses, some of which are starting to emerge in Indonesia. This research makes use of the PRISMA paradigm in a Systematic Literature Review approach. This study aims to give a thorough overview of recent research on GHRM implementation, including new concerns, operational procedures and policies that are required, the results of GHRM implementation, and suggestions for additional research on the subject of GHRM's effects in Indonesian businesses. The results of this study show that, despite laws imposed by the Indonesian government mandating businesses to manage their environmental impact, there is still a dearth of research on GHRM in Indonesia, which prevents many Indonesian businesses from implementing GHRM practices. Green performance management, green pay and incentive systems, green training and development, and green recruiting and selection are some of the ways that GHRM practices can be implemented. The success of implementing Green Human Resource Management (GHRM) is significantly impacted by various factors such as organizational commitment, the socialization of GHRM programs, environmental education, employee empowerment, and the company's physical environment.

### Keywords

Green Value Creation, GRHM, Green Revolution, Human Resources.

## 1. Introduction

Integrating human resource activities with environmental sustainability is a necessity. As highlighted organizations are increasingly realizing the importance of aligning their practices with environmental sustainability and adopting a clean and green industrial approach. This shift is not just a trend but a response to increasing societal expectations and regulatory pressure, as noted by Jabbour (2013). Businesses are now forced to balance economic goals with environmental and social goals, reflecting a broader understanding of sustainability. This integration is driven by the need to meet consumer expectations and comply with regulatory frameworks that emphasize environmental responsibility, as emphasized by Pham et al. (2019). Saptaria et al. (2022) further emphasize that in the contemporary business environment, the convergence of economic, social, and environmental factors requires a holistic approach. By aligning human resource activities with environmental concerns, businesses not only mitigate the risks associated with regulatory non-compliance but also enhance their reputation as responsible entities committed to sustainable growth. This holistic approach not only improves operational efficiency but also aligns organizational goals with societal expectations, thereby fostering a sustainable future where economic prosperity coexists in harmony with environmental conservation and social justice (Noor, 2023).

Participating in the government's sustainable development agenda is becoming increasingly important for businesses looking to ensure long-term sustainability and relevance in today's global landscape. Bahuguna et al. (2022) recommends that companies adopt a triple bottom-line approach, which not only emphasizes economic performance but also environmental management and social responsibility. This approach requires organizations to integrate sustainability principles into their core business strategy, thereby balancing profit-making objectives with broader social and environmental concerns. By actively engaging in sustainable development initiatives set by the government, businesses can contribute to collective efforts aimed at addressing pressing environmental challenges and social inequalities. This proactive engagement not only enhances the company's reputation but also mitigates regulatory risks and positions the company as a responsible steward of resources and society. Kurniawati, (2023) underlines the importance of sustainable growth strategies that prioritize the preservation and enhancement of financial, environmental, and social capital. This business model is designed to create long-term value while minimizing negative impacts on the environment and improving social welfare.

By aligning business practices with sustainable development goals, companies can drive innovation and resilience in the face of ever-changing market expectations and regulatory frameworks. This holistic growth approach not only drives operational efficiency and cost savings but also strengthens relationships with stakeholders who increasingly prioritize sustainability. Integrating sustainability into business operations enables organizations to face complex global challenges while making a positive contribution to society and securing their own future prosperity. This increased accountability requires companies to achieve sustainable outcomes broadly, especially regarding their environmental impact (Jermisittiparsert et al., 2019). This shift places a growing emphasis on the role of Human Resource Management (HRM). HRM is tasked with aligning an environmentally-focused HRM philosophy with the company's business strategy and HRM policies. Within this framework, "Green Human Resource Management (GHRM) becomes crucial for promoting sustainability within organizations (Renwick et al., 2013). GHRM has been a significant research topic in human resources, attracting attention from various scholars (Jabbour & Jabbour, 2016).

The following outlines various conceptualizations of the GHRM definition based on previous research.

## **2. Literature Review**

Green Human Resource Management (GHRM) involves developing a workforce that comprehends and values the organization's environmentally-focused culture. Opatha & Arulrajah (2014) Green Human Resource Management (GHRM) entails the application of HR policies, practices, and systems to foster the sustainable use of resources within the organization and to promote eco-friendly behavior among employees, Renwick et al. (2013) GHRM comprises HR policies and practices that promote environmental efficiency and sustainability within the organization, including recruitment, training, performance management, and rewards that support environmental goals. Zoogah (2011) GHRM involves developing, implementing, and maintaining policies and programs designed to make the organization and its employees more Jabbour & Santos (2008) GHRM is the management of HR functions to promote environmental sustainability, encompassing green recruitment, green training, green performance appraisal, and green compensation, green performance appraisal, and green compensation. Poczowski (1993) describes human resource management as encompassing all activities aimed at providing the organization with the necessary number of employees who possess the required skills and competencies, and creating an environment that encourages productive employee behavior at a specific time and place. Renwick et al. (2013) define green human resource management (GHRM) as the aspect of environmental management related to HRM, focusing on HRM's role in reducing pollution through the organization's operations.

Gholami et al. (2016) state that GHRM practices are typical HRM procedures aligned with environmental objectives and integrated into the company's strategic HRM framework. GHRM practices cover a range of aspects that demonstrate how HRM procedures can be modified to be environmentally sustainable. These are a few of the main GHRM dimensions, green recruitment and selection methods take sustainability and environmental friendliness into account when choosing new hires. The objective is to hire people who, in addition to having the necessary knowledge and abilities, are committed to and knowledgeable of sustainable practices (Islam et al., 2021). Green training and development focus on educating and preparing staff members with an eye toward environmental responsibility and sustainability. Amjad et al. (2020) state that the objective is to improve staff members' knowledge of and proficiency with sustainable practices so they can effectively support the organization's sustainability goals. Green performance management and appraisal are performance management methodologies that take into account employees' work in relation to sustainability and environmental effect. Assessing staff members' contributions to the company's sustainability objectives and offering suitable criticism and incentives are the objectives (Amjad et al., 2021). A method to compensation management known as a "green pay and reward system" takes into account workers' contributions to the company's eco-friendly policies and sustainability goals. The objective is to promote more active involvement in sustainability projects and provide incentives for high-performing staff to meet sustainability targets (Islam et al., 2020).

Engaging and empowering staff members in sustainability projects and granting them the authority to actively contribute to the organization's sustainability efforts is known as green employee involvement and empowerment. As a result, workers can adopt sustainable practices in the workplace and participate as change agents (Islam et al., 2020; Hendarjati & Nawangsa, 2022).

Ghorui (2023) highlight several benefits of implementing green human resource management (GHRM), including enhancing organizational commitment, promoting environmentally friendly behavior, and improving environmental performance. GHRM also increases productivity, cost-effectiveness and employee retention while significantly reducing environmental pollution. This approach creates a work environment that is financially, physically and healthily strong Ghorui (2020), contributing to better sustainable performance (Ahmad, 2015). The purpose of implementing GHRM is to combine environmental management with HRM which focuses on various functions such as recruitment, training and development, performance management, training, compensation and reward management, and organizational culture.

The Indonesian government has introduced several regulations to promote Green HRM, including Law No. 32 of 2009 on Environmental Protection and Management, Government Regulation No. 99 of 2012 on Hazardous and Toxic Waste Management, Government Regulation No. 46 of 2017 on Environmental Economic Instruments, and Minister of Environment and Forestry Regulation No. 1 of 2021 on the Corporate Performance Rating Programmed in Environmental Management (Assyofa et al., 2019; Bhastary, 2022).

These regulations encourage businesses to comply with environmental laws and adopt sustainable practices through Green HRM. By integrating these practices, companies can align their HRM strategies with long-term environmental goals, leading to more sustainable growth for those that follow these guidelines. Despite several recent reviews trying to understand the impact of GHRM practices on organizational sustainability, there is still a lack of comprehensive reviews that propose a research framework, especially for Indonesian companies. This indicates that more research is needed, particularly in the area of sustainable performance. In this review, we aim to systematically examine GHRM implementation in Indonesian companies, defining its key aspects and summarizing the research achievements so far. Our goal is to provide an overview of the current state and future direction of GHRM implementation. Literature reviews like this can highlight gaps in existing knowledge, suggest new research directions, and identify areas needing further exploration. We'll start by identifying gaps in the literature and then offer our conclusions and recommendations for future studies on GHRM implementation in Indonesian businesses.

RQ1. How have research findings evolved regarding the implementation of GHRM in Indonesian companies?

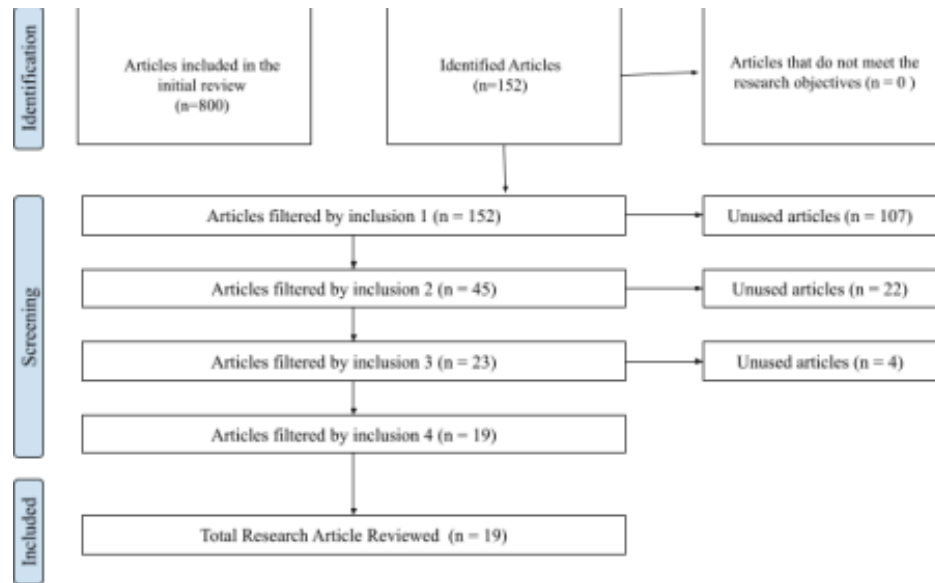
RQ2. What effects does GHRM implementation have on a company?

RQ3. What recommendations can be made for future research on the impact of GHRM implementation?

### 3. Method

This research method uses the PRISMA method adopted from Page MJ, McKenzie JE, Bossuyt PM, Boutron I, Hoffmann TC, Mulrow CD. Researchers conducted a search across databases to identify relevant literature, resulting in 1,200 papers. To align with the research objectives, it is important to formulate specific research questions. Furthermore, the inclusion and exclusion criteria established for this study were applied to this paper, after being validated by a panel of experts. As part of the screening process, we read each article to identify and eliminate any discussion that was inconsistent with the research objectives. We obtained 152 articles based on our first inclusion criteria. Using the second criterion, we found 45 articles. The third criterion produced 23 articles, and the fourth criterion produced 19 articles. To determine the relevance of this paper, we formulated five specific research questions. We used several keywords in our search, including "employee environmentally friendly behavior in organizations

environmentally friendly human resource management practices environmental performance of environmentally friendly management organizations", and "sustainable development. During the selection stage, we selected articles that matched the research objectives, ensuring that irrelevant articles were excluded.



**Figure 1.** PRISMA Methodology

#### 4. Result

The objective of this systematic review is to provide an understanding of the definition of GHRM, identify the dimensions of GHRM implementation in companies in Indonesia, and summarize the progress achieved by research. We mapped the review outcomes based on title, source, publisher, and research findings.

**Table 1.** Articles Review

<b>Title</b>	<b>Publisher</b>	<b>Research's Finding</b>
A Nexus Between Green HRM (GHRM), Supply Chain Performance (SCP) and Business Performance (BP): The Mediating Role of Supply Chain Organizational Learning (SCOL) (Muafi & Kusumawati, R.A., 2021)	Journal of Industrial Engineering and Management ISSN: 2013-8423	GHRM does not have a significant impact on business performance and supply chain performance. Furthermore, supply chain performance does not play a mediating role in the relationship between human resource management and firm performance.
Green Human Resource Management, Customer Environmental Collaboration and The Enablers of Green Employee Empowerment: Enhancing an Environmental Performance (Hutomo et al., 2020)	Dinasti International Journal of Economics, Finance, & Accounting ISSN: 2721-3021	Customer environmental collaboration (CEC) is positively and significantly impacted by green human resource management (GHRM). Furthermore, the relationship between GHRM and Environmental Performance (EP) is mediated by customer environmental collaboration
3. The Role of Environmental Education and Green Supply Chain Practices in Achieving Sustainable Development: Evidence from Indonesia (Parmawati, Rita; Mulyadi, Fadli; Rosyani et al., 2023)	Journal of Energy Economics and Policy ISSN: 2146-4553	The study's findings show that eco-friendly design, green purchasing, and Internal Environmental Management (IEM) have a favorable impact on sustainable growth in Indonesian industrial firms. The study found that environmental education improves the association between green purchasing, IEM, and sustainable development in Indonesian ABC organizations.
Resource Management Practices: Driving Sustainable Innovation and Performance in Manufacturing SMEs (Faizan, S., Tanveer, N., & Haq, A., U., 2023)	Contemporary Issues in Social Sciences and Management Practices ISSN: 2959-1023	Green recruitment and selection, as well as green training and development, stimulate environmental innovation, which improves the company's long-term performance. In this context, environmental innovation serves as a link between Green Human Resource Management (GHRM) practices and the company's long-term success.
The Mediating Role of Environmental Sustainability Between Green Human Resources Management, Green Supply Chain, and Green Business: A Conceptual Model (Dian et al., 2022)	Uncertain Supply Chain Management ISSN: 2291-6830	The outcomes of this study show that environmental sustainability is critical in mediating the relationship between Green Human Resource Management (GHRM), green supply chain strategies, and green firms. The study discovered a good link between GHRM, environmental sustainability, and green business operations.

Vital to remember that achieving our needs today without sacrificing the needs of future generations depends on protecting the environment and the natural world. This entails building and using resources wisely without damaging the

environment. Scientific literature divides sustainable development into three parts: environmental protection, economic growth, and social welfare. Environmental protection involves preserving nature and natural resources to ensure their sustainability. Meanwhile, sustainable economic growth includes developing technologies to make resource utilization more efficient, from raw materials to labor (Dian et al., 2022). However, research indicates that the implementation of green supply chains in Indonesian companies to improve cost efficiency and supply while protecting the environment still needs improvement, particularly in the area of sustainable human resources (Saifudin et al., 2021; Parmawati et al., 2023; Dian et al., 2022). Conversely, businesses have a managerial obligation to ensure sustainability by strictly adhering to environmental regulations and integrating green environmental management initiatives into their internal requirements and self-monitoring efforts (Syahidun et al., 2022).

Consequently, the Ministry of Environment and Forestry (KLHK) plays a crucial role in promoting and monitoring corporate compliance with environmental conservation practices. One of its initiatives is the Corporate Performance Assessment Program (PROPER), administered by the Indonesian Ministry of Environment and Forestry, which evaluates corporate performance in environmental management. PROPER is essentially a government self-evaluation program designed to evaluate how well big businesses manage the environment. Periodically this evaluation is carried out every year or every two years. With this program in place, awareness among companies in Indonesia about environmental sustainability is increasing, prompting them to adopt a more holistic approach to sustainable human resource management (GHRM). The implementation of Green HRM can raise environmental awareness among employees (Parmawati et al., 2023). However, most companies still need to fully understand and implement GHRM practices comprehensively. They face difficulties due to various constraints such as cost and time, and they pay less attention to the environment in their HRM practices. They also lack the necessary skills and competencies, particularly in the training and development of employees. As a result, they feel that implementing GHRM does not provide many benefits to the company (Muafi & Kusumawati, 2021).

Due to heightened competition in recent years, there is a growing need for novel strategies to maximize organizational resources. One effective strategy highlighted is human resource management (HRM), crucial for implementing sustainable business policies and practices aimed at long-term performance. Parmawati et al. (2023) emphasize that effective HRM practices contribute to innovative and enduring performance, establishing a competitive edge essential for corporate success. Strategy known as "Green HRM" combines sustainable practices with human resource management (HRM). This covers tactics to lessen an entity's adverse environmental effects while encouraging conscientious and sustainable resource usage. Efficient energy use, appropriate waste management, environmentally friendly hiring practices, employee sustainability training, and promoting environmental consciousness across the company are all important components of green human resource management. Organizations may improve their environmental performance, foster a sustainable work environment, and reaffirm their commitment to social and environmental obligations by putting Green HRM ideas and principles into practice (Ilmia et al., 2022; Saifudin et al., 2021).

The most valuable HRM approach for making the best use of an organization's most valuable resource its people are GHRM. Innovation and sustainable performance can be fostered by using green HRM strategies, such as green hiring, training, performance management, and others (Parmawati et al., 2023). In addition to increasing productivity, it is anticipated that Green HRM-based human

resource management will enable all staff members to deliver excellent customer service that they can personally experience (Saifudin et al., 2021). Empowering environmentally friendly employees develops labor standards for customers and addresses issues related to skills outside the organization related to environmental performance. Environmental cooperation with customers is a collaboration among customers through commitments to environmental goals collectively, such as joint planning and solving environmental problems (Hutomo et al., 2020). The implementation of GHRM also has several benefits such as increasing job satisfaction and improving employee retention. HRM practices that are aligned to encourage collaboration with customers and suppliers specifically make employees more motivated to address broader environmental issues (Hutomo et al., 2020).

Companies with GHRM practices have overall performance improvements, thereby creating sustainability and innovation in line with environmentally friendly values. The significant influence of HRM practices on sustainable growth, organizations benefit from implementing environmentally friendly principles in recruitment, selection, training, and development processes. The practical implications of this study highlight the importance of environmentally friendly HRM practices for the success of sustainable businesses and encourage HR professionals, business leaders, and policymakers to consider this relevance, helping companies remain competitive and environmentally friendly in a sensitive environment (Faizan et al., 2023). The organization's physical environment, GHRM practices, participation in GHRM programs, and gender disparities significantly influence job satisfaction and organizational commitment through GHRM practices. Engaging in GHRM initiatives enhances job satisfaction, thereby reinforcing organizational commitment. Employees demonstrating high organizational commitment may exhibit OCB (Haeruddin et al., 2023).

Green HRM affects business sustainability. To promote sustainable HRM and achieve improved cost efficiency, enhanced employee performance, and higher retention rates, GHRM incorporates environmentally friendly HRM practices. The adoption of Green HRM programs positively impacts the sustainability of business performance. Green HRM enhances OCBE through various channels including recruitment, policies, training, and performance evaluations. When employees' values align with the organizational culture, they are more inclined to engage enthusiastically in environmental conservation efforts. Hiring individuals who resonate with the organization's environmental values can facilitate this alignment. Incorporating Green HRM into corporate policymaking boosts employee engagement by demonstrating the organization's commitment to integrating environmental considerations across its operations (Ong, 2022).

Green HRM implementation has a positive impact on ecological job outcomes (such as increased adoption of environmentally friendly values and behaviors, competence in environmental matters, and pro-environmental commitment) as well as traditional job outcomes (such as job satisfaction, employee loyalty, sense of ownership, job performance, and enhanced employee well-being). Adopting green business strategies and green human resource management (HRM) has various advantages for organizations. These include promoting an environmentally friendly workplace and organizational culture, increasing the effectiveness of resources, cutting back on wasteful spending, improving organizational performance, and increasing eco-efficiency (Suharti, & Sugiarto, 2020).

Moreover, GHRM practices are believed to enhance organizational commitment, pro-environmental behavior, and employee job performance. The implementation of GHRM is also expected to sustainably improve employee performance. Hastuti & Muafi (2022) argue that GHRM can enhance employees' environmental awareness and foster pro-environmental behavior, thereby making employee performance more sustainable and not harmful to the environment.

Thus, company performance can be maintained in the long term. These practices underscore the significant role of Green HRM in enhancing organizational and individual performance, fostering a sustainable work environment, and ensuring that business operations are conducted in an environmentally responsible manner. Sustainable Production can be implemented by environmentally conscious manufacturing enterprises in Indonesia with the help of managers' and leaders' efforts to foster a green workplace culture. Large manufacturing organizations are adopting GHRM practices due to demands that they understand the significance of environmental preservation. Thus, by creating cutting-edge, environmentally friendly products, sustainable production methods can be adopted and realized (Setyadi et al., 2023).

Companies will also succeed in implementing environmentally friendly human resource management practices (GHRM) by encouraging employee motivation and giving them opportunities to engage in environmental initiatives. It is important to give employees opportunities to participate in environmental initiatives to enhance the success of environmental performance implementation. This helps promote a green culture in all aspects of the company. With environmental regulations, companies find it easier to start policies and initiatives that support environmental performance. Strong leadership and commitment from top management are also needed to adopt environmental care initiatives in the company (Muafi & Kusumawati, 2021). Implementing Green HRM in a company requires a comprehensive and coordinated approach. According to Saifudin et al. (2021), Green Human Resource Management can be implemented. Including environmental health and safety materials in the induction program for new employees. This helps in the initial socialization of the importance of a healthy and clean work environment. According to a study conducted by Assyifa et al. (2020), the factors shaping environmentally friendly behavior in HRM practices include. Government rules and other necessary restrictions have an impact on employees' environmentally conscious conduct.

## **5. Conclusion**

This comprehensive literature review broadens our theoretical and empirical understanding of GHRM adoption in Indonesian firms from 2019 to 2023. The findings from the systematic literature review indicate that there is limited research on the implementation of green human resource management (GHRM) in Indonesian companies, suggesting that these practices are not widely adopted. Components of GHRM, such as green performance management, green training and development, green pay and reward systems, and green recruitment and selection, have been shown to positively affect various sustainability metrics, including business performance, environmental performance, and sustainable innovation. Implementing GHRM policies and initiatives also heavily depends on employee empowerment and involvement. Employee environmental education can improve the connection between sustainable behaviors and the realization of sustainable development objectives. The review's conclusions offer valuable insights into the problems and consequences associated with GHRM implementation for academics, policymakers, corporate leaders, and members of the general public. This helps to shape policies and traditional HR procedures that are in line with green management principles. Green initiatives in GHRM practices should fall under the category of corporate social responsibility (CSR), which calls for the support of upper management to guarantee alignment with the vision and objectives of the company. The HR division is just one firm area that must work together to successfully implement green initiatives. In Indonesia, GHRM is implemented in several industries. In the end, this systematic study can offer HR policymakers guidance on how to utilize GHRM strategies best to maximize

sustainable performance. Recommendations for further research regarding the implementation of GHRM in companies in Indonesia. Research is needed that considers the key factors for successful implementation of GHRM, such as top management support, employee involvement, environmentally friendly organizational culture, innovation, and environmentally friendly investments

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