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## GREEN HUMAN RESOURCE MANAGEMENT: ITS IMPLEMENTATION IN A HERBAL MEDICINE INDUSTRY COMPANY IN CENTRAL JAVA

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### Abstract

This study explores employee green behavior through Green Human Resource Management (GHRM) practices. Using qualitative methods - Case studies and evaluation approaches, this study provides an objective picture of the implementation of GHRM in companies and its impact on environmental sustainability. The results show that GHRM has the potential to support environmental sustainability. Despite facing some obstacles, GHRM has proven to be effective in increasing employee engagement in corporate green initiatives, as well as helping companies improve their reputation and operational efficiency. In this study, it can be concluded that top management commitment, supportive organizational culture, and collaboration across all levels of the organization are the keys to successful GHRM implementation, which contributes to environmental conservation and the achievement of corporate sustainability goals.

**Keywords:** Green Human Resource Management; Implementation, GHRM Constraints; GHRM Role, Environmentally Friendly Behavior

### INTRODUCTION

Business organizations today face a number of challenges in their efforts to achieve sustainability, particularly related to increased production and excessive consumption, as well as inefficient waste management. These issues contribute to environmental degradation, including depletion of natural resources and pollution that negatively impact the health of ecosystems and communities. (Symeonidou & Vagiona, 2018). Although there are initiatives to adopt green business practices aimed at reducing negative impacts on the environment, there is still a research gap regarding the implementation of GHRM in companies such as a Herbal

Medicine Company. Previous studies have focused more on employee environmentally friendly behavior without exploring in depth how GHRM can be applied to create a sustainable work culture. However, in-depth studies on the application of this concept in HR management in the company are still limited. (Nugroho et al., 2022). Therefore, this study will examine the environmentally friendly behavior of employees through GHRM practices.

The problem of this research is the limited research on the implementation of GHRM in companies through a case study approach. In addition, there is still limited exploration of the obstacles

faced in the implementation of GHRM, and the role of GHRM on sustainable environmental performance in companies. The purpose of this study is to explore the implementation of GHRM, identify existing obstacles, and understand the role of GHRM on environmental performance. The benefits of this study consist of theoretical benefits, which are expected to provide insight and knowledge regarding the practices, benefits and impacts of GHRM on environmentally friendly behavior, especially in the field of HR, as well as practical benefits that provide input for companies and business actors regarding the importance of implementing GHRM practices to encourage environmentally friendly behavior among employees, as well as for readers, this research is expected to provide a reference in developing GHRM.

GHRM is a strategic approach that integrates human resource practices with environmental sustainability goals. GHRM aims to develop environmentally friendly behaviors among employees, which are critical to achieving environmental performance and competitive advantage. GHRM practices include green job design analysis, green recruitment and selection, green training and development, green performance evaluation, green compensation and rewards, green organizational culture, green health and safety, and green employee relations. (Ren et al., 2018; Shafaei et al., 2020; Tang et al., 2018).

GHRM practices not only increase environmental awareness among employees but also contribute to the organization's reputation and achievement of sustainability goals. However, the implementation of

GHRM certainly faces some obstacles, such as the difficulty in integrating these practices into the organizational culture. Therefore, a collective commitment from all employees to adopt environmentally friendly behaviors and support sustainability initiatives is needed for GHRM to be successful. (Arulrajah et al., 2016; Islam et al., 2020; Jehan et al., 2020).

## METHODS

This study focuses on the implementation of GHRM in a Herbal Medicine Company using qualitative descriptive methods and evaluation approaches, providing an objective description of the facts in the field. Key informants in this study consisted of Senior HRBP Manager (Informant A), Environment and K3 Manager (Informant B), Management Improvement Supervisor (Informant C), and Community Development Supervisor (Informant D), who were selected based on their understanding of GHRM. Data were collected through direct observation and in-depth interviews. Data analysis was carried out systematically in accordance with the The Greatest Showman (2018) and involves three main steps: data condensation, data presentation, and conclusion drawing. The validity of the data is tested through various methods such as extended observation, persistence, triangulation of sources and techniques, negative case analysis, and member checks to ensure that the data obtained is valid and reliable. This research method aims to describe the conditions of GHRM implementation accurately and in detail in the companies studied.

## RESULTS AND DISCUSSION

### *Implementation of GHRM in Companies*

### **a. Green Job Design Analysis**

The first practice in the GHRM dimension in the company is the analysis of green job design, where management adjusts job descriptions and task specifications before recruitment to ensure candidates can contribute to environmental sustainability. Informant A explained that, "Management is committed to appointing competent individuals in the environmental field, such as certified Environmental Managers, and includes criteria and competencies in job descriptions that include the responsibility for implementing ISO 14001 to support the company's sustainability program."

### **b. Eco-Friendly Recruitment and Selection**

The company considers the environmental aspect in candidate selection to support sustainability practices, which benefits both individuals and the company's overall goals. Informant C explained that "The company has implemented a completely paperless e-recruitment system and developed job descriptions according to ISO standards, including environmental aspects." In addition, recruitment practices also prioritize local residents to create job opportunities and reduce unemployment, as explained by Informant B, who emphasized that the company focuses not only on the environment but also on social responsibility.

### **c. Environmentally Friendly Training and Development**

The company has implemented an environmentally friendly training and development program called Sido Akademi to improve employee understanding and skills in

environmentally friendly practices, as well as to support the company's sustainability. As Informant A explained that "This program functions as an internal school that is systematically and sustainably designed, focusing on developing skills, knowledge, and attitudes related to the environment so that employees can be actively involved in sustainability initiatives. This shows the company's commitment to developing employee competencies in the sustainability aspect."

### **d. Environmentally Friendly Performance Evaluation**

To assess employee performance, the company implements an environmentally friendly performance assessment using Key Performance Indicators (KPIs), which cover about 10% of employee job descriptions. Informant A explained, "This evaluation is integrated from recruitment to evaluation, where employees are required to meet the set targets; otherwise, they will not get a score. If the KPI target is not achieved, the company provides training to identify deficiencies." Informant B added that "The level-up process does not depend on subjectivity, but rather through the Sido Group Activity (SGA) program which emphasizes the right mindset. This green performance assessment aims to create a culture of sustainability within the organization and ensure that employee contributions to environmentally friendly practices are recognized and appreciated."

### **e. Environmentally Friendly Compensation and Rewards**

To motivate employees to implement environmentally friendly practices, management provides awards to individuals and teams that excel.

Informant A stated that “Employees or teams that are committed to environmental practices will receive awards from management, including improvement competitions held with celebrations and awards from the company owner, Mr. Irwan Hidayat.” Informant B added that “The right awards can increase employee work motivation and their attachment to the company, with assessments based on performance, competence, and involvement in environmentally friendly practices.” These awards not only encourage individuals to contribute better but also strengthen the culture of sustainability within the organization.

**f. Environmentally Friendly Organizational Culture**

The company has a Sustainability Report that emphasizes its commitment to environmental preservation, with the main pillar of Sido Selaras as a reference for all stakeholders. Informant A explained “GHRM practices are implemented consistently in accordance with the company's vision and mission, involving all employees and managers in environmental management.” Informant D also stated that “GHRM practices are implemented every day, such as not using single-use bottled water and providing dispensers for guests, as well as encouraging the use of bicycles in the factory area to reduce emissions.”

**g. Environmentally Friendly Occupational Health and Safety**

Green health and safety aims to create a safe and healthy working environment for employees while minimizing negative impacts on the

environment, with companies implementing sustainability principles to improve employee well-being and environmental preservation; Informant A emphasized the importance of a comfortable working atmosphere, while Informant B explained strategic steps such as the establishment of an Occupational Health and Safety Supervisory Committee (P2K3) to oversee the K3 program and ensure a comprehensive health and safety management policy.

**h. Eco-Friendly Employee Relations**

This herbal medicine company has implemented various initiatives to increase employee awareness of the environment. Informant B explained that “The company has two programs, namely SGA (Sido Group Activity) and SMIF (Sido Muncul Improvement Forum), which focus on improvements in the environmental sector, and use the SQCDMPE analysis indicator, where 'E' refers to Environment.” This indicates innovation and improvements related to the environment. In addition, the 'Sido Saran' program allows employees to provide input if they face difficulties. Informant C added that “The Management Improvement Program aims for innovation and development that must be carried out by each employee every year, connected to KPIs with a weighting of around 10%. Examples of innovations carried out by employees are evaluated for their impact on the environment, including waste reduction. These programs reflect the company's commitment to sustainability and efficiency in its operations.”

Table 1. GHRM Practices in Companies

GHRM Functions	Implementation
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Green Job Design Analysis	Appointment of competent individuals in the environmental field such as certified Environmental Managers and implementation of ISO 14001.
Eco-Friendly Recruitment and Selection	The company considers the environmentally friendly aspect in selecting candidates. Implementation of a completely paperless e-recruitment system and development of job descriptions according to ISO standards, as well as priority for local residents to create employment opportunities.
Environmentally Friendly Training and Development	The training program called Sido Akademi is designed to improve employee understanding of environmentally friendly practices. Focusing on developing skills, knowledge, and attitudes related to the environment to support the company's sustainability.
Environmentally Friendly Performance Evaluation	Performance assessment uses Key Performance Indicators (KPIs) that cover about 10% of employee job descriptions. Integrated evaluation from recruitment to evaluation, with training provided if KPI targets are not achieved.
Environmentally Friendly Compensation and Rewards	Management rewards individuals and teams who excel in environmentally friendly practices.
Environmentally Friendly Organizational Culture	GHRM practices are implemented consistently, involving all employees in environmental management, such as not using single-use bottled water and encouraging the use of bicycles in the factory area to reduce emissions.
Environmentally Friendly Health and Safety	Creating a safe and healthy work environment while minimizing negative impacts on the environment. Establishment of the Occupational Health and Safety Advisory Committee (P2K3) to oversee the K3 program and ensure a comprehensive health and safety management policy.
Eco-Friendly Employee Relations	Initiatives to increase employee awareness of the environment through the SGA (Sido Group Activity) and SMIF (Sido Muncul Improvement Forum) programs. The 'Sido Saran' program allows employees to provide input, and Management Improvement aims for environmental innovation.

Source: Processed data (2024)

Table 1 shows that the implementation of GHRM in the company aims to create a sustainable and environmentally friendly work environment through various human

resource management functions. First, job analysis and design are carried out by including environmental elements, such as the appointment of a certified Environmental Manager and the

implementation of the ISO 14001 standard, to ensure that each position supports sustainability. (Jabbour et al., 2010 & Opatha & Arulrajah, 2014). In recruitment and selection, the company prioritizes candidates who have environmental awareness and implements a paperless e-recruitment system and prioritizes local residents to contribute to the Company (Kwerawarni & Azmy., (2023), Roscoe et al., (2019), Ismail & Abdelghani., 2024 & Yusuf et al., 2022). Employee training focuses on increasing understanding of environmentally friendly practices through programs such as Sido Akademi. Research shows that this training can increase employee commitment to sustainability. (Sugiarto & Suharti, 2017), and build the skills needed to support environmentally friendly practices in the workplace. (Shemon et al., 2019). While performance evaluation uses indicators that cover environmental aspects. (Renwick et al., 2013; Wiguna et al., 2023). In addition, awards are given to individuals and teams who excel in sustainable practices. (Dewi et al., 2023), as well as an organizational culture that encourages active employee participation in environmentally friendly initiatives. (Ismail & Abdelghani, 2024; Lopes et al., 2023). In addition, the company formed an Occupational Health and Safety Development Committee (P2K3) to ensure a comprehensive K3 policy. (Ab & Wahyuni, 2023). Initiatives such as Sido Group Activity (SGA) and Sido Muncul Improvement Forum (SMIF) encourage employee concern for the environment through input and innovation. (Idhenya & Shree, 2021).

### ***Obstacles to Implementing GHRM in Companies***

#### **a. Design and Analysis of Green Jobs**

This Jamu company faced obstacles in the implementation process, including rejection from a small number of employees who did not understand the concept of GHRM. Informant C said that "Around 2-5% of employees still need further understanding of GHRM, so socialization and training are very important to help them understand the changes needed." This rejection is not a total rejection, but shows the need for a more intensive approach in providing understanding to employees so that they can adapt to the environmentally friendly practices promoted by the company.

#### **b. Eco-Friendly Recruitment and Selection**

Companies face challenges in the recruitment and selection process, especially in finding candidates who meet the environmental criteria set by the company. Informant A explained that "Although many applicants applied when the recruitment portal was opened, the main problem lies in the suitability of candidates with the company's sustainability values." The recruitment process must be carried out more extra to ensure that selected candidates not only meet technical qualifications, but also have a commitment to the environment. Informant B added that "The importance of competence and productivity must be considered, with the placement of the right individuals in the right positions, so that the organizational structure can consider individual competence as part of efforts to support the company's sustainability goals."

#### **c. Environmentally Friendly Training and Development**

The main obstacle in this aspect is the difference in employee understanding of the GHRM concept. Informant B explained, "The company has implemented intensive training programs designed to increase awareness and understanding of environmental issues among employees. Each training program includes specific material related to GHRM, but there is variation in the level of environmental awareness among employees. Some employees show a high commitment to sustainability, while others may be less aware or motivated to participate in green initiatives."

#### **d. Environmentally Friendly Performance Evaluation**

In the green performance evaluation process, each employee is required to complete a set number of training sessions each year, and their progress is measured using Key Performance Indicators (KPIs). If the target is not achieved, the company offers additional programs to help employees achieve the goal. Informant C explained, "Although this system is measurable and planned, there are still a small number of employees who show apathy towards environmental issues, which can affect their participation in training programs."

#### **e. Environmentally Friendly Awards and Compensation**

In the green compensation and reward system, the company tries to motivate employees through various means. Although most employees show enthusiasm for the reward system implemented, there are some individuals who are accustomed to the traditional reward system and show resistance to changes towards sustainability-based rewards.

Informant A emphasized that "This challenge is a concern for management, who need to adapt the reward system to be more relevant to sustainability values. In addition, the diversity of employee preferences regarding the reward system also creates challenges in designing a reward program that is acceptable to all parties."

#### **f. Environmentally Friendly Organizational Culture**

The company faces a major challenge in the form of differences in understanding of green culture and environmental awareness among employees. Informant D explained that "The challenges faced are not only technical, but also related to economic and social aspects."

#### **g. Environmentally Friendly Health and Safety**

In the context of environmentally friendly occupational health and safety in a herbal medicine company, the facilities and training available are considered adequate. However, Informant B noted that "There is still limited understanding among employees regarding environmentally friendly health and safety practices." Although many employees showed enthusiasm for the reward and compensation system implemented, challenges arose when they were faced with new concepts that they may not fully understand.

#### **h. Eco-Friendly Employee Relations**

Individual employee characteristics, including demographics and individual traits, influence the acceptance of GHRM practices in a herbal medicine company. Informant A stated that each individual has different backgrounds, values, and experiences, so the same approach is not always effective for everyone. This poses a challenge in

designing and implementing a GHRM program that is widely accepted in the organization. Informant D added that "Integrating GHRM principles into HR is also a challenge, as it requires significant adjustments to existing policies and practices."

Table 2. Constraints to GHRM Implementation

GHRM Functions	Obstacles in the Company
Green Job Design Analysis	Rejection from 2-5% of employees who do not understand GHRM
Eco-Friendly Recruitment and Selection	The challenge in finding candidates who fit the environmental criteria
Environmentally Friendly Training and Development	Differences in employee understanding of GHRM; variation in the level of environmental awareness among employees despite existing training programs.
Environmentally Friendly Performance Evaluation	there is an apathetic attitude from a small number of employees which affects participation in the program
Environmentally Friendly Compensation and Rewards	Resistance to sustainability-based reward systems from individuals accustomed to traditional systems and challenges in designing reward programs that are relevant to sustainability values.
Environmentally Friendly Organizational Culture	Differences in understanding of green culture and environmental awareness among employees; challenges are not only technical but also economic and social.
Environmentally Friendly Health and Safety	Limited understanding of environmentally friendly health and safety practices despite facilities and training being deemed adequate.
Eco-Friendly Employee Relations	Individual employee characteristics influence acceptance of GHRM practices; different approaches are needed for each individual.

Source: Processed data (2024)

Table 2 explains that the company faces various obstacles in implementing GHRM. First, there is resistance from 2-5% of employees who do not understand the concept of GHRM, which hinders the analysis of green job design. This shows that management needs to take a more

inclusive approach to overcome this. (Deshwal, 2015). In recruitment and selection, challenges arise in finding candidates who meet environmental criteria. (Isrososiawan et al., 2020). Training and development is also hampered by differences in understanding and levels of

environmental awareness among employees.(Arivia & Kurniawati, 2024). In addition, the apathy of a small number of employees affects participation in environmentally friendly performance evaluations.(Zhang et al., 2023).. Resistance to sustainability-based reward systems is a problem, especially for individuals accustomed to traditional systems.(Mandago, 2018). Organizational culture also experiences challenges due to differences in understanding of green culture and environmental awareness.(Isrososiawan et al., 2020). Limited understanding of environmentally friendly health and safety practices even though facilities are considered adequate.(Ismail & Abdelghani, 2024), as well as individual employee characteristics that influence acceptance of GHRM practices.(Aggarwal & Agarwala, 2021), indicating the need for a more personal approach in this implementation.

### ***The Role of GHRM in a Herbal Medicine Company***

#### **Role For Employees**

Implementation of GHRM increases employee involvement in green programs that create a positive culture. Informant B stated that "Green policies increase employee job satisfaction," while Informant C added that "Commitment to protecting the environment must be internalized since the employee induction process by implementing the 5R program to create a clean and productive work environment."

#### **Role for Companies**

A Herbal Medicine Company demonstrates a strong commitment to environmental protection by complying with laws and social responsibility, as

evidenced by the Gold PROPER award from the Ministry of Environment and Forestry, reflecting excellence in environmental management. The company's sustainability report outlines various environmentally friendly programs, such as energy efficiency, water resource utilization, hazardous waste reduction, and biodiversity conservation, which exceed legal standards with the implementation of an environmental management system according to ISO 14001.

The "Sido Selaras Policy" is based on five pillars of sustainability including reducing greenhouse gas emissions and good waste management. Informant A emphasized "The implementation of GHRM that focuses on reducing costs and increasing productivity through green productivity.", while Informant B highlighted "The awards achieved reflect the company's commitment to sustainable practices and contributions to environmental sustainability", as expressed by Informants C and D regarding the company's positive image through Corporate Social Responsibility (CSR) initiatives.

#### **Role for the Surrounding Community**

GHRM plays a significant role for the surrounding community, especially in the context of environmental sustainability. Informant D explained, "Every program in the development community must have a positive impact on the environment, with a focus on greenhouse gas emissions and environmental sustainability," which shows the company's commitment to ensuring that activities have a positive impact on individuals and the community. Informant C added that

“Although GHRM's contribution to reducing pollution and the negative impacts of climate change may be small, its impact can be significant.” This contributes to achieving the

organization's sustainability goals and provides direct benefits to the community through reducing negative impacts on the environment.

Table 3. Role of GHRM

Indicator	The Role of GHRM
Employee	Increase employee involvement in environmentally friendly programs, creating a positive culture. Environmentally friendly policies increase employee job satisfaction.
Company	Demonstrate commitment to environmental protection by complying with laws and social responsibility. Received the Gold PROPER award from the Ministry of Environment and Forestry. Describes environmentally friendly programs such as energy efficiency, water resource utilization, hazardous waste reduction, and biodiversity conservation. Increasing Green Productivity in Companies Improving the Company's CSR program
Local communities	The community development program has a positive impact on the environment with a focus on greenhouse gas emissions and environmental sustainability. GHRM's contribution to reducing pollution and the negative impacts of climate change, even if small, can have a significant impact on society.

Data Source: Processed data (2024)

Table 3 shows that GHRM has an important role in creating employee engagement and increasing job satisfaction through environmentally friendly policies.(Bhutto, 2016; Jabbour & De Sousa Jabbour, 2016). GHRM not only demonstrates the company's commitment to environmental protection by complying with the law, but also contributes to awards such as the Gold PROPER from the Ministry of Environment and Forestry. The environmentally friendly programs implemented, such as energy efficiency and waste reduction, focus on increasing green productivity and corporate social responsibility.(Ngadi et al., 2024). In addition, GHRM also has

a positive impact on the surrounding community through community programs that reduce greenhouse gas emissions and improve environmental sustainability, although its contribution may be small but significant in the long term.(Dumont et al., 2016 & Guerci & Carollo, 2016).

### Conclusions

In an effort to support environmental sustainability and create an environmentally friendly work culture, a Herbal Medicine Company has successfully implemented GHRM practices in various human resource management functions. This implementation not only emphasizes the environmental sustainability aspect,

but also pays attention to employee empowerment. Thus, the company shows a clear commitment to achieving long-term sustainability goals, which is reflected in the efforts of all stakeholders to integrate environmental values into the company culture.

A Herbal Medicine Company faces several obstacles in implementing GHRM, such as lack of employee understanding, difficulty in finding suitable candidates, differences in environmental awareness, apathy, resistance to sustainability-based reward systems, and challenges in building a green culture. To overcome these obstacles, the company needs a more personalized approach to increase employee understanding and involvement in sustainability initiatives.

GHRM plays a major role in supporting sustainable environmental performance in a Herbal Medicine Company. Through environmentally friendly policies, GHRM increases employee engagement, job satisfaction, and green productivity, while demonstrating the company's commitment to environmental protection. The implementation of energy efficiency programs, waste reduction, and social contributions helped the company achieve the PROPER Gold award and provide a positive impact on society and long-term environmental sustainability.

### CONCLUSION

The theoretical implications of GHRM implementation in companies show that the integration of environmentally friendly practices in human resource management can improve environmental performance and create a more sustainable organizational culture. This study

supports the behavioral theory proposed by Nugroho et al. (2022), emphasizing the importance of employees' green competence and affective commitment in driving pro-environmental behavioral changes. Through training programs and clear assignment of responsibilities, the company not only builds environmental awareness among employees but also strengthens their commitment to sustainability. In addition, the involvement of top management in GHRM initiatives serves as a key driver for creating synergy between business objectives and social responsibilities, thereby making a significant contribution to overall environmental preservation.

The applied implications of this study, namely the company shows that the integration of green practices in human resource management strategies can provide significant benefits to environmental performance and organizational culture. Therefore, the Company needs to implement training programs that focus on green competencies to increase employee awareness and involvement in sustainability initiatives. To overcome the obstacles that arise, such as resistance from some employees, it is important for top management to demonstrate a strong commitment to sustainability and ensure that policies and procedures support green practices. In addition, even though GHRM practices are already running, the Company must continue to maintain and improve the quality of GHRM practices.

### *Research Limitations*

This study has several limitations that need to be considered. First, the challenges in recruiting

candidates who meet environmental criteria indicate that there is still a gap in understanding and acceptance of sustainability among employees. Second, this study only examines one research object.

For future research, it is recommended that future research expand the scope of research objects by involving more than one company or industry sector to gain a more comprehensive perspective on the implementation of GHRM. This will help in understanding the variation in employee acceptance and

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