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Implementation of Green Human Resource Management for MSMEs in Indonesia: A Review

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Abstract

Indonesia has responsibility for promoting a green economy, in which Micro, Small, and Medium Enterprises (MSMEs) are a contributor to the country's economy. In running a business, Green Human Resource Management (GHRM) has an important role for maintaining business sustainability in Indonesia. This study aims to review the implementation of GHRM for MSMEs in Indonesia. The research method used is a literature review on green human resource management for MSMEs in Indonesia from 16 articles collected through the Google Scholar database. The results of this study are that implementation of GHRM significantly enhance environmental performance and overall business sustainability. The application of GHRM to MSMEs in Indonesia covers various aspects, including green recruitment, green training and development, green performance, and green rewards. GHRM consistently demonstrates potential for fostering competitive advantage and innovation. Key practices such as green recruitment and training play crucial roles in promoting green work behaviors. Managerial implications emphasize the integration of green principles across HRM functions and leadership commitment to drive GHRM success.

Keywords

Green Human Resource Management, MSMEs, Sustainability, Green Value Creation

1. Introduction

President Joko Widodo announced the vision of “Golden Indonesia 2045” in 2019, which consists of four pillars: the development of human resources, science, and technology; sustainable economic development; equitable development; and strengthening national resilience and governance (Bappenas, 2019). From these four pillars, the topics of human resource development and sustainable economic development are two interesting things to be studied further. Achieving the vision of human resource development, environmental conservation, and a sustainable economy involves several ideas, one of which is the concept of Green Human Resource Management (GHRM). GHRM is a labor management system to reduce negative impacts of the environment or enhance positive environmental impact (Shen et al., 2019). GHRM has five important variables, green recruitment & selection, green training and development, green performance management and appraisal, green compensation and reward, green employee empowerment and participation, green management of organizational culture (Tang et al., 2018).

GHRM has an important role in developing environmentally friendly practices in organizations, and over the past few years, interest in GHRM in society has increased (Bombiak & Marciniuk-Kluska, 2018). Qualified human resources with global competitiveness are crucial for the success of micro, small, and medium enterprises (MSMEs), making HRM essential for optimal individual contributions, and understanding environmental management is vital for enhancing business productivity (Nawang Sari & Wardhani, 2022). The concept of “triple bottom line” or the three pillars of sustainability, is the core of sustainable human resource management practices, ensuring that Human Resource (HR) activities in an organization not only focus on economic growth, but also pay attention to their impact on the environment and society as a whole (Shafaei et al., 2020). GHRM promotes greater environmental awareness among companies and the public and private sectors that strive to implement GHRM activities to strengthen and encourage environmental performance. The commitment to GHRM will help reduce environmental degradation activities and secure the environment for our current and future generations (Jackson et al., 2011).

The concept of GHRM in MSMEs is often researched around the world, especially in Asian countries such as Indonesia, Malaysia, Pakistan, and India. The concept of GHRM in MSMEs can provide benefits and benefits such as helping to provide a good reputation or image in the community, complying with environmental regulations, using raw materials to manage human resources, starting with recruitment, providing training, development, and rewards and forming an organizational culture that has environmental awareness (Astuti & Wahyuni, 2018).

GHRM is an idea that is starting to be implemented in Indonesia, the concept can be applied to companies, organizations, and MSMEs. In Indonesia, companies have implemented green human resources, such as Unilever, IKEA, and Telkom. Meanwhile MSMEs that implement Green HRM are still rare and difficult to implement. The latest data from the Central Statistics Agency (BPS-Statistics Indonesia, 2024) shows that the number of MSMEs in Indonesia will touch 65 million in 2022 and continues to increase every year. MSMEs play an important role in the economy in Indonesia, helping economic equality, opening up jobs and helping to prosper the economy, where to help MSMEs synergy is needed by all parties involved.

Research on GHRM has been conducted by several researchers who aim to find out more about how GHRM relates to MSMEs. To achieve "Golden Indonesia 2045" we contribute to reviewing how research in Indonesia regarding green human resource management in MSMEs in Indonesia, considering the important role of

MSMEs as drivers of the Indonesian economy and the increasing number of research on GHRM with MSMEs empirically. This research aims to map and explore information so that it can be further developed following the literature review approach. This work provides a review of empirical research on GHRM for MSMEs in Indonesia and explains how GHRM is implemented in MSMEs in Indonesia.

2. Literature Review

Lazim & Kusmaningtyas (2024) on their research shows that Green Human Resource Management has a positive and significant influence on green innovative work behavior & organizational identification green human resource management increases employee pro-environmental behavior through corporate environmental strategies, a green psychological climate and environmental awareness, very significant Green Human Resource Management practices can focus more on creating a workforce that is more environmentally aware. Sitiari et al. (2023) on their research shows that the positive and significant influence of Green HRM on Green Innovation Work behavior and business continuity. Green Innovation Work behavior towards business continuity is caused by MSME managers in Bali not having a high awareness of preserving the environment.

Haeruddin et al. (2023) on their research shows that the research results show that environmentally friendly human resources have a positive effect on business model innovation. Environmentally friendly human resource management has a positive influence on environmentally friendly innovative work behavior, environmentally friendly HRM. Satrianto et al. (2023) on their research shows that Islamic Work Ethics does not have a significant impact on GHRM in SMEs, the reason is that SMEs' failure to comply with ethical requirements is a challenge and obstacle in implementing environmentally friendly practices. Creating a green business environment is an important challenge for SMEs. So, it is not surprising that SMEs find it difficult to be directly involved in good environmental management practices. Kamilia & Nawangsari (2023) on their research shows the research results show that: green recruitment has a significant effect on business sustainability, training has a positive impact and has a significant effect on business sustainability, performance assessment has a positive and significant effect on business sustainability, green compensation and rewards do not have a significant effect on business sustainability.

3. Method

The research we conducted used the literature review method from various empirical research articles related to green human resource management for MSMEs in Indonesia. This method follows the guidelines of Snyder (2019) which has several stages, consisting of designing the review, conducting the review, analyzing, and writing the review. The source of the article searches in this literature review used the Google Scholar database. The inclusion criteria used are research that discusses how the implementation of green human resource management and empirical research, including quantitative and qualitative. Limitation of inclusion criteria on empirical articles is adjusted to the purpose of the literature that focuses on exploring the implementation of green human resource management in MSMEs in Indonesia so that research with the literature review method and research conducted outside Indonesia is not included.

The article search was conducted from April 18th - June 1st, 2024, using the keywords ("green human resource" OR "*sumber daya manusia hijau*") AND ("UMKM" OR "UKM" OR "MSME" OR "SME" OR "*usaha mikro kecil menengah*" OR "*usaha kecil dan menengah*" OR "micro small medium enterprise" OR "small medium enterprises") AND "Indonesia". Filtering restricted the year of publication

to within the last ten years and the order of search results was organized according to relevance. The articles were filtered by considering the relevance of the title or abstract gradually from one page to the next. Selected articles were further screened with the consideration that only peer reviewed articles were included in the next process. The final stage of screening involved reading the entire article to check that it met the inclusion and exclusion criteria.

Our study used the semi-systematic review approach from Snyder (2019) guide, which aims to provide an overview of the topic and the development of related research over time using meta-narrative (Wong et al., 2013). The analysis was conducted by reviewing the research results of each selected article. Some of the things reviewed include reviewing the study of GHRM in MSMEs and application of GHRM in MSMEs. We then mapped each study using Microsoft Excel consisting of author, title, keywords, purpose, GHRM theory used, method, sample, and findings. The results of the review were then recorded and integrated with each other with the aim of finding mapping information that appears in the results of recent studies. The mapping of research results is then linked to other relevant theories or literature to get a comprehensive picture.

4. Result and Discussion

4.1. Study of Green HRM Research for MSME's in Indonesia

The studies mostly aim to explore the impact or implementation of GHRM practices in MSMEs emphasizing performance improvement or sustainability. Few studies have attempted to explain the mediating effects of GHRM (A'yuni & Muafi, 2020; Satrianto et al., 2023). The purpose of all research on GHRM for MSMEs in Indonesia. Most studies used quantitative methods, specifically surveys among employees and managers, to assess the impact of GHRM practices on various performance metrics. A total of 13 studies used quantitative methods, with 12 studies using Structural Equation Modeling and 1 study conducting simple regression analysis (Lazim & Kusmaningtyas, 2024). The remaining studies adopted a qualitative approach, using interviews and focus groups to gain deeper insights into the implementation of GHRM practices. Specifically, 4 studies used qualitative methods, including 2 studies that applied the Analytic Hierarchy Process (Astuti & Wahyuni, 2018; Putra et al., 2020) and 2 studies that conducted in-depth interviews (Haeruddin et al., 2023; Nawangsari & Sutawidjaya, 2019).

The reviewed studies on Green Human Resource Management (GHRM) utilized various theories, defining it as the incorporation of environmental management into human resource practices (Jabbour et al., 2010; Renwick et al., 2008; Yong et al., 2019). GHRM aims to foster environmentally friendly behavior among employees through practices like recruitment, training, and rewards focused on sustainability. It enhances job satisfaction, performance, and corporate culture, while also improving skills related to sustainability (Aboramadan, 2022; Muisyo & Qin, 2021; Raza & Khan, 2022). For companies, GHRM can create and sustain green behaviors in the workplace that have a positive impact on the environment and business sustainability (Dumont et al., 2017; Fawehinmi et al., 2020). GHRM also plays a role in improving corporate environmental reputation, cost efficiency, and employee retention (Mehta & Chugan, 2015; Sheikh et al., 2019). Key practices include green recruitment, green training, green performance evaluation, green rewards, and environmentally oriented employee development (Jabbour & de Sousa Jabbour, 2016; Nejati et al., 2017). GHRM implementation practices also include online recruitment, telecommuting, video conferencing, and the use of energy-efficient offices (Chaudhary, 2019; Yong et al., 2019). GHRM cultivates a culture of environmental responsibility, positively impacting long-term business performance (Al-Romeedy, 2019; Fernando et al., 2019). It emphasizes how GHRM integrates

Setiawan (2023) highlights the role of GHRM in fostering a culture of environmental sustainability. Similarly, Lengsi & Yasri (2020) found that green HR practices positively affect environmental performance and social performance. However, Satrianto et al. (2023) noted that GHRM does not significantly impact the environmental performance of food processing SMEs, although other studies emphasize its role in business sustainability (Iskandar et al., 2023; Muafi & Roostika, 2022; Sitiari et al., 2023). In terms of the employee environment, GHRM has been shown to significantly increase environmentally friendly behavior in the workplace as conducted by Syafri et al. (2021), another study Sitiari et al. (2023) found a link between GHRM and green innovation work behavior. However, there are different findings Satrianto et al. (2023) observed that GHRM has no direct effect on organizational citizenship behavior for the environment (OCBE) among food processing SME owners. Regarding organizational and employee performance, GHRM improves job satisfaction, employee performance, and corporate culture, according to Esthi & Setiawan (2023), Syafri et al. (2021) also found a significant positive effect of GHRM on firm performance. However, findings by Muafi & Kusumawati (2021) indicated a non-significant direct effect on business performance, though the supply chain performance mediates this relationship. Additionally, Lengsi & Yasri (2020) found that green HR practices positively affect economic performance. The competitive advantage is another area impacted by GHRM, often acting as a mediator. Studies by Kamilia & Nawangsari (2023) and Muafi & Roostika (2022) show the role of competitive advantage as a mediator, while Nawangsari & Sutawidjaya (2019) and A'yuni & Muafi (2020) highlight its direct impact. Innovation is also crucial, with several studies (e.g., Pasek et al., 2022; Sitiari et al., 2023) showing that GHRM positively affects green innovative work behavior and business model innovation. Culture is also part of the impact of GHRM implementation, as an environmentally friendly organizational culture supports business sustainability (Muafi & Roostika, 2022). Lastly, the organized implementation of GHRM practices, especially in MSMEs, is critical, with studies by Putra et al. (2020) and Astuti & Wahyuni (2018) underlining the importance of training and development as the most significant process in GHRM implementation, crucial for fostering a green organizational culture.

The reviewed studies provide compelling evidence that GHRM plays a multifaceted role in enhancing both environmental and organizational outcomes. GHRM practices not only improve environmental performance and business sustainability but also positively influence employee behaviors and firm performance. While some studies indicate non-significant direct impacts in certain contexts, the overall trend suggests a positive relationship between GHRM and various performance metrics. Furthermore, GHRM's role in fostering competitive advantage and driving innovation underscores its strategic importance. A particularly interesting finding is the critical role of training and development in the successful implementation of GHRM, emphasizing the need for comprehensive and continuous education to embed green practices within organizational culture. These insights highlight the holistic benefits of GHRM and its potential to drive sustainable business practices.

4.2. Implementation of GHRM for MSMEs in Indonesia

Of the 16 selected articles that produced several findings on the application of green human resource management in the MSMEs sector, there were several results that showed a positive direction in the implementation of GHRM but there were also negative results. The following is a description of the findings from these articles.



Figure 2. Implementation of GHRM for MSME's

Figure 2 describes seven findings on the application of GHRM to MSMES in Indonesia. There are interesting findings in the articles reviewed,

1. **Competitive Advantage and Business Sustainability**
According to A'yuni & Muafi (2020) findings, having GHRM as a control tool to keep business conducted to remain environmentally friendly can have an impact on competitive advantage with competitors, whereas Muafi & Roostika (2022) shown the company's objective is not only to improve business performance, but also social and environmental performance, a company can implement GHRM well then social management and its environment becomes important.
2. **Job Satisfaction**
According to Esthi & Setiawan (2023) that GHRM can increase job satisfaction among employees through increasing discipline, work morale, and achievement by providing clear guidelines, opportunities for skill development, and career advancement, as well as fostering a sense of purpose and involvement, as well can create a culture of continuous improvement, because employees are encouraged to identify and implement new and innovative ways to reduce the environmental impact of the organization while the results Haeruddin et al. (2023) found that the implementation of GHRM in MSMEs in Indonesia has an impact on life balance and work, most respondents acknowledged that the concept of work-life balance provides convenience for a healthy lifestyle such as regular exercise, breathing fresh air. By having a green environment in their workplace, respondents feel the benefits of GHRM both directly and indirectly.
3. **Productivity & Performance**
Research by Lengsi & Yasri (2020) shows that the higher the level of awareness of business actors in maintaining environmental impacts, the impact it will have on the economic welfare of the surrounding community, whereas according to Syafri et al. (2021) MSMEs with a high level of environmental awareness show better performance in terms of economic performance, such as profitability, compared to MSMEs which have a low level of concern for the environment plus the trend among consumers is to increasingly care about the environment and increasingly choose to use environmentally friendly products.
4. **Training, Recruitment, and Reward**
According to Kamilia & Nawangsari (2023) Green Training has an influence on business sustainability. When a company implements Green Training, employees who have received the training will be more aware of their

responsibilities and encouraged to follow all applicable regulations in the company where they work. Apart from that, Green Recruitment is needed to introduce prospective employees that the company needs employees who know about attitudes. environmentally friendly so that the business can run longer if it has employees who have this behavior supported by findings from Muafi & Roostika (2022) the better the planning of the number and type of employees, so they are willing to carry out environmentally friendly organizational activities. Recruit employees who have awareness and knowledge of the environment, carry out training and development and increase environmental awareness, provide financial or non-financial rewards/incentives through recognition such as special holidays, family allowances or other rewards for achievements and performance in terms of financial, environmental aspects life, and concern for social problems is increasing but these findings are in contrast to Iskandar et al. (2023) explained that not all training programs will support social entrepreneurship and sustainability goals. To ensure that their training initiatives encourage employees to think sustainably, organizations may need to reviewing and rethinking, Astuti & Wahyuni (2018) explained that to date the level of understanding of MSMEs regarding the implementation of the green HRM concept needs to be improved, even though the majority of MSMEs have made various efforts in environmental management, for example by processing solid and liquid waste , carry out greening in locations around the business, but this process is carried out in the middle of the operational process. This means that the green concept has not been implemented in an integrated manner with the workforce management process starting from recruitment and training. Meanwhile, the green reward findings did not find any influence on MSME employees, this was because UKM felt small in scale, the reward and promotion processes in UKM were rarely implemented because they were limited to certain positions (Nawang Sari & Sutawidjaya, 2019), and they are not well prepared because they do not have adequate skills and competence in GHRM practices, especially those that include employee training and development activities, employees tend to conclude that when GHRM is implemented, there are not many benefits and impacts (Muafi & Kusumawati, 2021).

5. Leadership

Astuti & Wahyuni (2018) stated that the process of implementing green HRM needs to begin with a strong policy/commitment from MSME owners to implement the concept. Apart from that (Putra et al., 2020) confirmed that pro-green leaders, environmentally friendly human resources, and market orientation Environmentally friendly influences the adoption of environmentally friendly innovations among SMEs, but the reality in society is that the influence of green leadership according to is difficult to find because many SMEs lack superior human resources in managing their businesses. Most HR talents prefer to join large companies. In addition, SMEs' strategic management approach is less formal, there are fewer stakeholders, and flatter organizational structures so that SMEs do not have the structure to integrate sustainability into their business decisions (Satrianto et al., 2023).

6. Gender

Another interesting finding from this research is that there are gender differences among respondents regarding their perceptions of the GHRM program. Almost all female respondents are more aware and tend to support the program in immediate action, dOn the other hand, most male respondents tend to be more relaxed in GHRM. This is made worse by the

majority of male respondents who are active smokers (Haeruddin et al., 2023).

7. Intellectual

A'yuni & Muafi (2020) explained that the higher the intellectual capital about the environment that the association has, the better HR management in MSMEs will be in relation to environmental protection. Green HRM in MSMEs is influenced by the knowledge, abilities, etc. regarding environmental protection possessed by all members of the association, MSME actors fully understand each other and understand their role as members and the role of the association in their efforts to maintain production and operations so that they continue to use materials. natural materials and does not leave traces of production that can damage the environment, whereas Sitiari et al. (2023) shown the implementation of GHRM can be successful not only because of internal factors, but also supported by external factors such as culture, MSME actors in their research apply green HRM because it is in line with local culture, so that awareness of environmental sustainability is realized together with other MSME actors.

5. Conclusion

Based on our literature review, the implementation of GHRM in Indonesian MSMEs heavily relies on the capabilities of their current human resources. The reviewed literature provides compelling evidence that GHRM practices yield substantial positive impacts on environmental performance and business sustainability. These practices not only enhance environmental outcomes but also contribute positively to employee behaviors and overall firm performance. While some studies suggest non-significant direct impacts in specific contexts, the overall consensus points to a favorable association between GHRM and diverse performance metrics. Moreover, GHRM's role in fostering competitive advantage and driving innovation underscores its strategic significance. Of particular note is the critical role of continuous education and development in successfully embedding green practices within organizational culture. Key GHRM practices such as green recruitment, green training, and green recognition play pivotal roles in promoting environmentally friendly behaviors in the workplace. Results vary across different industries and regions, highlighting the importance of enhancing understanding and skills in GHRM practices among MSMEs to maximize their benefits. In summary, the literature underscores the holistic advantages of GHRM and its potential to drive sustainable business practices, emphasizing the necessity for ongoing education and skill development to ensure effective implementation and realization of its benefits within MSMEs.

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