

Analysis Of Green Human Resource Management Activities And Their Relationship With Sustainable Development Goals (Study On Pt Xyz Company Employees)

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Abstract – The concept of Green Human Resource Management is expected to be a solution to these problems. This research was conducted to see the implementation of the GHRM concept in Company XYZ as a company engaged in the mining industry. There are several benchmarks, namely Green Training and Development and Green Performance Appraisals and Rewards, and observations of the implementation of goal 8 and goal 13 in SDG's points. Data was obtained by means of interviews with PT XYZ employees and also studies on secondary data sources. The results showed that there was an application of GHRM activities carried out by PT XYZ employees, but the company has not directly stated using the GHRM concept. SDG's activities have also been well implemented, in line with the company's objectives and also the implementation of GHRM.

Keywords - *Green Human Resource Management, Green Training and Development, Green Performance Appraisals and Rewards, Sustainable Development Goals.Vehicle.*

INTRODUCTION

The reason is that companies must have an attitude of care for the environment and be concerned about sustainable development. The performance of a sustainable company is strongly influenced by the human resources involved in it. It takes environmentally friendly behavior (Employee Green Behavior) that supports the creation of this performance. Employee "green" behavior refers to a series of environmental and pro-environmental behaviors to achieve sustainable organizational environmental development (Green Human Resource Management (GHRM) is a company policy in sustainable human resource management by involving environmental aspects to preserve nature in company management (Dewi Purnama &; Nawangsari, 2019).

The implementation of GHRM can create a new culture in society. This activity produces human resources who have knowledge about the environment and are able to apply it to the surrounding environment. An employee who works for a company that implements GHRM will be instilled with environmentally friendly attitudes during his activities in the office. Habits arising from positive activities while in the office will be carried over to the home environment, then the employee will also carry out environmentally friendly habits in his living environment. Sachin B S &; Aradhana N M (2019) said GHRM has a long-term impact, produces a solid foundation of environmental friendliness, and provides sustainable benefits.

The results arising from the implementation of GHRM are aligned with the SDG's (Sustainable Development Goals) program. SDG's look at economic, environmental, and social issues in Indonesia. This program has been going on for 7 years starting from 2016 until now. Data from the Sustainable Development Report_Rankings 2021 shows that Indonesia is ranked 97th out of 193 countries. The implementation of SDGs in the company is an obligation regulated by the state. Some regulations that regulate among them, Presidential Regulation Number 59 of 2017 concerning the Implementation of the Achievement of Sustainable Development Goals, stipulate that Business Actors are one of the stakeholders who can play a role in implementing Sustainable Development Goals (SDGs).

The observations were made at ZYX Company which focuses on the mineral resources mining sector and carries out activities in the field of advisory services and subsidiary management. PT XYZ has been fully aware of their social and

environmental responsibilities with the Sustainable Development Goals (SDG's). This is based on XYZ's awareness as a mining company that has subsidiaries in various regions regarding the needs of energy that is used up in industrial processes.

TABLE I ENERGY CONSUMPTION OF COMPANY A (XYZ SUBSIDIARY)

Energy Consumption	Unit	2020		2021	
		Total	GJ	Total	GJ
Petrol	Litre	8.505	208,7	8.331	274,92
Solar	Litre	613.183	22.074,6	-	-
Biosolar	Litre	-	-	447,2	16.099
B30					
Electricity	Litre	253.303	911,9	6.340.960	22.827,5

Source: PT XYZ Sustainable Report 2021

This condition identifies that PT XYZ as a company engaged in the utilization of natural products already has a responsible program in environmental sustainability and has also implemented aspects of SDG's in its activities. For this reason, in maximizing the programs that have been run, the study aims to observe the implementation of green human resources management and its relationship with sustainability development goals in XYZ companies

LITERATURE REVIEW

A. *Green Human Resources Management*

According to Yusoff et al (2020), Green HRM can be defined as HRM practices and policies that sustain business and aim to prevent damage arising from anti-environmental activities in organizations. "Green" employees are concerned with peace activities, ecological sustainability, and knowledge of the environment, green human resource management is a new concept and thinking that is used as a complement to HRM activities. Green HRM is a key construct in research because it is still a relatively new approach involving functions such as recruitment and selection, reward and motivation, training and development, and evaluation that help create an environmentally friendly workplace (Yong et al, 2019). According to Opatha & Arulrajah (2014), the dimensions of Green HRM include all functions to reduce various negative carbon impacts through all activities in the HRM function, including green training and development and green performance appraisals and rewards

1. *Green Training and Development*

According to Nawangsari & Sutawijaya (2019), stated that "green" training and development is training that educates and trains employees to master work methods that save energy, reduce waste, use environmental awareness in organizations, and provide opportunities to involve employees in solving environmental problems. In Jabbour (2015) indicators in measuring green training of an organization are: Quantity of training, Training opportunities, Quality of training, Training effectiveness, , Training evaluation, .

2. *Green Performance Appraisals and Rewards*

According to Sachin B, S & Aradhana, N M (2019), performance appraisal is a process whereby employees are encouraged to improve their professional skills that help achieve organizational goals and objectives in a better way. Opatha (2013) claims indicators in performance appraisal practices, namely: Feedback to employees on environmental performance, Financial and non-financial rewards

B. *Sustainable Development Goals*

Through the meeting of countries that are members of the United Nations, a global action is produced to end poverty, reduce inequality, and protect the environment. SDG's were prepared which contain 17 goals that are expected to be achieved by 2030. In this study, it focuses on 2 goals related to the environment. According to data presented by the Ministry of National Development Planning / Bappenas in 2020, it includes targets and indicators of each SDG's goals at the national level.

1. *8th goal Decent work and economic growth*

Point 8 aims to promote inclusive and sustainable economic growth, productive and comprehensive employment opportunities, and decent work for all. Based on the indicators of the Economic Development Pillar of the Ministry of National Development Planning/ Bappenas Edition II of 2020. There are several points that can be implemented in the

Company's activities, so judging from Law No. 13 of 2003 concerning Manpower and Law No. 11 of 2020 concerning Job Creation, the 8th goal indicator is as follows:

- Equal distribution of wages according to work of equal value
- Requirement without any discrimination of the type of kelamim
- Provision of training for employees
- Provision of adequate facilities, determining the amount of remuneration and allowances

2. Goal 13 Climate Change Handling.

Goal 13 refers to taking swift action to address climate change and its impacts. In this goal, there are several indicators issued by the Development Pillar

The environment of the Ministry of National Development Planning / Bappenas Edition II of 2020 is a benchmark in activities that are in line with the 13th goal, through applicable regulations regarding the work environment and K3, implementation in the Company as follows:

- Risk management and recovery analysis
- Sustainable Report reporting on emissions released by the company and mitigation actions, strategies and policies carried out by the company to reduce greenhouse gas emissions
- Training or Education of employees regarding environmental care and culture

RELATIONSHIPS BETWEEN VARIABLES

GHRM has a long-term impact, provides a solid foundation for environmental conservation, and provides sustainable benefits. The results arising from the implementation of GHRM are considered in line with the SDG's (Sustainable Development Goals) program run by the government. This statement is supported by previous research, Green Human Resources Management: Best practice of Attaining Sustainable Development Goals (Sachin B S & Aradhana N M, 2019). GHRM activities have an impact on people's culture regarding the environment and encourage the improvement of the long-term potential aimed at by the SDG's program.

The company is now starting to carry out strategies that lead to the environment and greening. The Company is aware of the need to strike a balance between industrial growth and nature conservation for future availability. GHRM practices increase employee awareness and motivation by implementing green performance appraisals and rewards activities as a form of support to produce an environmentally friendly company environment. With this activity, it is expected that there will be a correlation with employee motivation to consistently behave environmentally friendly and encourage the improvement of SDG's.

Based on this explanation, the author compiles a framework on how green human resource management activities affect sustainable development goals that focus on goal 8 and goal 13. Here's an overview of the frame of mind used:

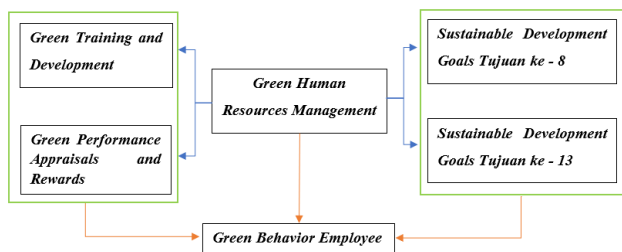


FIGURE 1 FRAME OF MIND

RESEARCH METHODOLOGY

The research method used in this study is qualitative research. Qualitative research emphasizes language or linguistics as a means of research and still recognizes empirical facts as a source of knowledge but does not use existing theories as a basis for verification (Ajat Rukajat, 2018). The focus of the study is to find out a conclusion in the implementation of Green Human Resource Management in an effort to create and increase environmental awareness to all parties involved in the company to support the emergence of a culture of environmental care and increase the achievement of Indonesia's SDGs.

In this study, the object of research taken is green human resource management run by PT XYZ company and its relationship with the sustainable development goals program currently being run by the Indonesian state. The research data was obtained from primary data in the form of interviews with PT XYZ employees and experts in the field of environment and sustainability, and secondary data in the form of journals and year-end reports issued by PT XYZ in 2021-2022. In collecting data, interviews were conducted with 3 informants, as follows:

Table II INFORMANT DATA

No	Initials	Role	Position
1	PS	Informer 1	Superintendent – Human Resources Management & Development
2	NA	Informer 2	Manager – Investor Relations & CSR
3	GE	Triangulator	Lecturer – Ethics Expert & Philosopher

The informant includes 2 employees who will provide information about activities within Company XYZ. While interviews with experts are carried out as a form of validity test using the source triangulation method.

RESULTS AND DISCUSSION

Based on the results of the research, XYZ Company has implemented a sustainable system in operational activities, especially activities that have an impact on society and the environment. In its application, the company indirectly carries out the concept of Green Human Resource Management in several company activities. In accordance with the objectives of GHRM which focuses on employee abilities, there is the application of green training and development and green performance appraisals and rewards. Through this training, development, performance, and reward activities, it is directed that there will be improvements in the SDG's program according to Liu et al's question (2022) "to achieve SDG's goals, human resource capabilities, and product development or management systems must be improved, GHRM as a new innovative concept where organizational personnel are encouraged to implement more environmentally friendly practices that have a profound impact on the daily routine of the organization". So to see the changes produced by the company from the environmentally friendly activities of employees in the office environment, observations were also made about the implementation of SDG's goals that have been implemented by the company, in this study focusing on the 8th goal and the 13th goal regarding social and environment. The following is a discussion of the findings of the dimensions assessed from this study:

A. *Green Training and Development*

Green Training and Development is carried out by the company by providing training that focuses on the environment as a goal of improving the ability of employees in environmentally friendly behavior. Green Training and Development activities are implemented in the form of internal and external training in the form of skill, knowledge, and attitude training. In line with the statement of Das & Dash a (2022) which states that Green Training and Development is an exercise that emphasizes improving the knowledge, skills, and attitudes of workers. In its research, Das & Dash (2022) also stated that training and development programs should focus on increasing staff knowledge, skills, and capacity in solving environmental problems, and enabling workers to become responsible citizens. So that environmentally friendly training is expected to produce employees who are able to solve environmental problems and become people who are responsible for the surrounding environment.

The training that has been carried out by the company contains several materials related to environmental management and sustainability. Through references to previous research, the Company has implemented Green Training and Development, but the intensity of attitude activities is still lacking. The implementation of training is more dominant in the form of skills and knowledge training obtained by employees through internal and external training, while attitude training is only obtained through workshops held internally every three months. The form of application of activities and physical activities from an environmentally friendly attitude is also still in the development stage of ideas and concepts proposed by the sustainable team within the company. So the implementation of Green Training and Development activities at Company XYZ has taken place but there needs to be an increase in capacity, intensity, and application of physical activity from environmentally friendly training to cause environmentally friendly behaviors and habits in employees.

B. Green Performance Appraisals and Reward

Green performance appraisals and rewards are activities that can be carried out by the Company to appreciate and maintain employee commitment in carrying out environmentally friendly activities. The reward given by company XYZ is carried out at the end of the year in accordance with the year-end assessment program which is a consideration for providing incentives, increasing wages, and awarding best employees. Activities carried out by the company with financial and non-financial awards. According to Renwick et al (2013) most researchers recognize that combining financial and nonfinancial incentives is more effective in motivating employees.

The company has made the environmentally friendly behavior carried out by employees into an assessment in the annual evaluation. Through this evaluation, employees get the results of the assessment at the end of the year which is the basis for providing rewards in the form of financial and non-financial.

C. Goal Indicator 8: Decent work and economic growth

SDG's goal 8 focuses on decent work and economic growth. According to Liu et al (2022), environmentally sound Human Resource management plays an important role in treating all employees equally, which encourages social integrity and provides social protection to employees. There is a relationship between increased environmental awareness and social care. Company XYZ said in its final report that there had been no reports of worker discrimination in recent years. Acceptance of new employees, provision of wages, and provision of training are provided to all employees without discrimination. However, there is a significant difference in the number of female and male employees.

Overall, the company has given its obligations to employees, the company has also committed its seriousness to safeguard the rights of employees described in its year-end report. However, further research is needed to discuss the issue of employment opportunities without sex discrimination, because of the significant differences in the number of female and male employees at the head office and subsidiaries of PT XYZ.

D. Indicators of Goal 13 for Climate Change Management

The environmentally friendly activities that the company has provided to employees are also related to the company's attitudes and policies in protecting the environment. This awareness can be assessed from programs related to the environment or the form of awareness and contribution of the company in supporting government programs such as CSR programs and environmental activity reporting (sustainable report). The Company has carried out its obligations in reporting, in addition to mandatory reporting as an IPO company, PT XYZ also conducts voluntary reporting.

Activities related to the 13th goal indicator, XYZ company implements a risk management program as a form of climate change mitigation. Basic evacuation training as an external disaster prevention effort, and the establishment of a crisis management division as an effort to overcome internal problems.

CONCLUSION

After conducting research and discussion of the collected data, it can be concluded that the implementation of Green Human Resource Management activities with a focus on green training and development activities and green performance appraisals and rewards and also the implementation of SDG's activities at PT XYZ as follows:

1. Green training and development activities have been carried out by the company by looking at several conditions and needs of employees. This training activity takes place in accordance with the needs of the company as a mining industry that requires training on environmental and social issues. Another supporting factor is the ongoing concept of sustainability in the company's activities so that it requires its employees to have knowledge and abilities in the field of sustainability and also SDG's. Training delivery must pay attention to the dimensions of training, namely quality, quantity, effectiveness, and evaluation.
2. The implementation of green performance appraisals and rewards activities is carried out indirectly through the final assessment of employees. In this case, assessment activities are not included in the "green" program but there is an assessment of the development of environmentally friendly behavior as one of the factors assessed. This final assessment is also a factor that determines the provision of rewards to employees in the form of both financial and non-financial.
3. The implementation of environmentally friendly activities carried out by PT XYZ is in line with programs that have been running in government regulations. As a manifestation of the company's attention to sustainability, there is a relationship between environmental and social responsibility. PT XYZ has carried out its obligations, not only paying attention to

the environment, the company also fulfills the rights of employees to get justice, facilities, no discrimination, and opportunities to develop. This is in line with goal 8 on SDG's points. In anticipation and reporting activities, PT XYZ has carried out the implementation of the 13th goal regarding activity reporting

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