



## Effectiveness Of Green Human Resources Management Practices On Manufacturing Companies Cikarang

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### How to Cite :

Ramadhan, Fardhal Virgiawan. (2023). *Effectiveness of Green Human Resources Management Practices on Manufacturing Companies Cikarang*. *Bima Journal : Business, Management and Accounting Journal*, 2(1).DOI: <https://doi.org/10.37638/bima.2.2.181-188>

### ARTICLE HISTORY

Received [05 April 2023]

Revised [22 June 2023]

Accepted [30 June 2023]

Published [17 October 2023]

### KEYWORDS

Green Human Resources Management, Environmental Management, Manufacturing

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### ABSTRACT

Cikarang is one of the areas that has more than 2,125 companies in various industries such as manufacturing and others, so there is a need for awareness in GHRM. Green Human Resources Management (GHRM) is one of the practices for development and maintenance in order to have a significant impact on the preservation of the environment. This research establishes 5 (five) GHRM indicators in the form of green recruitment and selection, green job analysis and design, green training and development, green performance management and green reward management. This study aims to explain and analyze the effectiveness of GHRM practices in manufacturing companies in Cikarang, Indonesia. The research method used is a qualitative approach with online ethnography. Sources of data in this study by collecting primary and secondary data and conducting in-depth interviews and conducting focus group discussions. The results and discuss in this study are in the FDG's got a sample of 30 employees who work as HRD in a manufacturing company in Cikarang, Indonesia. The majority of respondents who work are women with S1 or bachelor's degree and more than 5 years in managerial positions with experience in the field of human resources in manufacturing companies. In this study, we will look at the practice directly regarding GHRM in manufacturing companies in Cikarang, Indonesia which includes: green recruitment and selection, green job analysis and design, green training and development, green performance management and green reward management. For the conclusion in this research that manufacturing companies in Cikarang, Indonesia have implemented green recruitment and selection, manufacturing companies in Cikarang, Indonesia have not implemented green job analytics and design, manufacturing companies in Cikarang, Indonesia have implemented green training and development, manufacturing companies in Cikarang, Indonesia have implemented green performance management, and manufacturing companies in Cikarang, Indonesia have not implemented green reward management.

## INTRODUCTION

Environmental issues have become an important discussion for every country in the world. Almost every country has started to increase awareness in protecting the surrounding environment. In recent years, every industry in the country has also implemented practices to maintain environmental balance. Now several companies have implemented Green Human Resources Management (GHRM). GHRM is one of the practices that can be used in the field of human resources to be able to help organizations to improve performance, especially in the environment to achieve a green company (Zurnali et al., 2018.) . The GHRM practice is one of the practices used by various companies so that every employee who works becomes a green employee (which means they are pro to the environment).

Environmental management must be carried out by each segmentation level both from the bottom and top level within the company. This aims to implement employee friendly environmental behavior, because this determines the company's performance in a sustainable manner. Related to GHRM that for the company to achieve

environmental sustainability it must be based on how each segmentation level understands GHRM affects employee behavior and also affects the performance of the company. GHRM is a good practice to be given to organizations and implement the program as a form of the company's concern for the surrounding environment (Syafri et al., 2021). By implementing GHRM, of course this can identify and appreciate environmental problems that occur in people's lives.

GHRM not only talking about increasing awareness and understanding of the green environment. However, now it has included the social and economic welfare of the company in general. Cikarang is one of the areas in Bekasi, Indonesia which has 2,125 factories and companies engaged in various fields such as manufacturing, automotive, pharmaceuticals and others (Tempo, 2017). Cikarang has seven major areas such as MM2100 Industrial Area, Delta Silicon, EJIP (East Jakarta Industrial Park), BIIE (Bekasi International Industrial Estate), Jababeka and others. As a large area with high productivity, of course this area must have started green environmental awareness. Based on data from the Central Bureau of Statistics (BPS), Cikarang has around 1,024,871 employees. The purpose of this study is to explain the effectiveness of GHRM practices implemented in manufacturing companies in Cikarang, Indonesia. Thus, this research can analyze how much understanding HR practitioners have in understanding the concept of environmental sustainability.

**Table 1. Percentage of Employment Status in Cikarang, Indonesia**

Job status	Man	Woman	Amount
Businessman	203,106	170,012	373,118
Employee	747,258	277,613	1,024,871
Free Worker	103,600	23,362	126,962
Total number	1,053,964	470,987	1,524,951

Source: BPS, 2023

Based on the data, Cikarang, Indonesia has a high percentage of employees if compared to other job statuses. This is certainly a duty for the company's human resources to be able to provide an understanding of GHRM to each of its employees in order to continue to preserve a green environment. By implementing GHRM, the company must have a strong commitment in carrying out this plan. Implementation in GHRM certainly has a positive influence if it is carried out properly and carefully by every level in the company. Implementing GHRM will certainly encourage employees to be pro-environmental and are expected to be able to promote and increase behavior and commitment to the company's environmental programs (Ahmad, 2015). Setyadi et al., (2023) explains that in practice GHRM can be carried out internally from the company. This can be done in stages by applying information and knowledge to the employee. In business and sustainable development, it must be based on the understanding and belief of the community that companies must run a business to save the environment by supplying resources and neutralizing economic activities to create a balance in the future.

This study uses the GHRM dimensions with green recruitment and selection, green job analysis and design, green training and development, green performance management and green reward management (Bon et al., 2018). This dimensions of GHRM of course have an important role in the Company. As human resources, of course, you must have foresight to facilitate and assist the company in considering business strategies. According to Muafi et al., (2021) that a human resources practitioner must be able to promote and adopt environmentally friendly practices. The role of human resources has now adopted several important and strategic roles in the company. Thus, implementing GHRM must be based on the responsibility of all segmentation levels in the company to build a good and fair GHRM. In this case study it was conducted at a manufacturing company in Cikarang, Indonesia which has high activity in its productivity process. Thus, human resources actors must have a big responsibility to provide understanding to their employees for the sustainability of the corporate environment. The role of human resources has now adopted several important and strategic roles in the company. Thus, implementing GHRM must be based on the responsibility of all segmentation levels in the company to build a good and fair GHRM.

## RESEARCH METHOD

### Analysis Method

This study uses a qualitative approach using online ethnographic research methods which focus on observing and analyzing behavior, interactions, and culture that occur in online environments, such as forums, virtual communities, social media, and other platforms ((Ajat Rukajat, 2018). In this study using social media, forums or other platforms relevant to the research topic to ensure the analysis.

### Data Analysis

The data in this study collected digital data such articles, journal, news and other. Analysis of the data collected by identifying patterns, themes, attitudes, and cultural norms. As for this research, it uses in-depth interviews and focus group discussions with relevant community members to gain further insight into their experiences, views, and meanings related to the research topic. In the FDG's in this study got a sample of 30 employees who work as HRD in a manufacturing company in Cikarang.

### Data Source

This study uses primary data sources in the form of observations by direct observation and recording of behavior, interactions, or phenomena observed in the relevant environment. As for the research, it also uses case studies to look in depth about one or several cases that are relevant to the research by connecting with the results of observations and document analysis. In addition, this study uses secondary data sources by collecting reports, articles, books, journals and other publications that have been there before.

## RESULTS AND DISCUSSION

### RESULTS

Based on the respondents in this study are practitioners who work as human resources in manufacturing companies in Cikarang, Indonesia. Respondents were obtained as many as 30 people by conducting in-depth interviews and focus group discussions. The following is the respondent's information in this study as follows:

**Table 1. Gender of Respondents**

Gender	Amount
Man	11
Woman	19

Source: Processed Data by Author, 2023

**Table 2. Respondents Education**

Education	Amount
SMA/K	11
S1	13
S2	6

Source: Processed Data by Author, 2023

**Table 3. Respondents Length of Work (Years)**

Years	Amount
1-2 Years	5
3-5 Years	3
> 5 Years	22

Source: Processed Data by Author, 2023

**Table 4. Position of Respondents**

Position	Amount
Staff	8
Supervisor	9
Manager	13

Source: Processed Data by Author, 2023

Based on data above, the majority of respondents who work are women with S1 or bachelor's degree and more than 5 years in managerial positions with experience in the field of human resources in manufacturing companies. In this study, we will look at the practice directly regarding GHRM in manufacturing companies in Cikarang, Indonesia which includes: green recruitment and selection, green job analysis and design, green training and development, green performance management and green reward management. This study will provide questionnaires to informants who meet the criteria above and of course already understand the practice of Human Resources Management and already know GHRM.

## DISCUSSION

According to Zurnali et al., (2020) that GHRM practice is an approach in human resource management that aims to integrate sustainability and environmental principles into HRM practices within the organization. It includes a variety of strategies and actions designed to reduce an organization's negative impact on the environment as well as encourage employees to adopt more sustainable behaviours. The GHRM concept involves integrating environmental values and sustainable practices into the entire employee life cycle, from recruitment to performance evaluation. The following are the results of research on the GHRM components as follows:

### Green Recruitment and Selection

Green recruitment and selection explains the recruitment process by not using paper or paperless as a recruitment process so as to minimize the use of paper which will have an impact on the environment (Astuti et al., 2019). The green recruitment process refers to application media such as email, job portals such as JobStreet, Glints, LinkedIn, Indeed, Kalibr and others. Following are the activities obtained from the results of in-depth interviews and focus group discussions as follows:

**Table. 5 Indicators of Green Recruitment and Selection**

No.	Description	Have Been Done	Not Done
1.	Carry out the recruitment and selection process through online media	28	2
2.	Inform candidates via email, telephone or other digital media	30	0
3.	Communicating elements and Company policies regarding environmental sustainability to candidates during the recruitment and selection process	9	21
	Amount	67	23

Source: Processed Data by Author, 2023

Based on the data, the company in Cikarang, Indonesia has not communicated to candidates in the interview process regarding policies on environmental sustainability. This is the concentration in this research that there is still a lack of awareness for companies to apply and inform environmental elements to prospective candidates. In addition, this process is certainly carried out to reduce the impact on the environment that occurs within the company. However, in the process of informing the company has used telephone, email, social media and other technologies to be able to contact candidates. This of course can have a positive impact on the environment. Green recruitment and selection has also been implemented in various industries such as manufacturing to reduce pollution and other impacts. Besides that, in the recruitment and selection process, online advertising can also be used to reduce wasted paper from offline advertising and must prioritize eco-friendliness. It can be seen that in carrying out the green recruitment and selection process, companies in Cikarang, Indonesia have used online job portals to reduce this negative impact.

In addition, green recruitment and selection can usually identify candidates who have environmental awareness and commitment to sustainable practices. This can be achieved through environmental related questions during the interview and selection process. In this dimension, by incorporating environmental elements into the company's recruitment strategy, by communicating commitments and policies that are in accordance with the company's environmental sustainability in the recruitment process. In addition, this dimension also includes elements of knowledge about the environment in job advertisements so that the company can recruit prospective employees who have environmental-based competencies as well as environmental management. Usually, companies will look for and consider candidates who have an interest and concern for the environment by asking questions related to green environmental management when conducting interviews (Ren et al., 2018a). By choosing employees who are aware of the environment, of course this will be a new opportunity for the Company to increase environmental awareness. Thus, based on the data above, the green recruitment and selection carried out by manufacturing companies in Cikarang has implemented this process by producing 67 points in this indicator.

### Green Job Analysis and Design

This process involves redesigning work tasks and responsibilities to minimize negative environmental impacts and possibly optimize positive impacts for common goals especially within the Company (Assyofa et al., 2020). Workers may participate in jobs that focus on sustainable aspects, training and development of new skills is required. This could involve training in green techniques, resource management, or environmental impact knowledge. Green Job Analysis and Design also includes efforts to raise awareness among workers, companies and

the general public about the importance of sustainable employment. The following is a green job analysis and design as follows:

**Table. 6 Indicators of Green Job Analysis and Design**

No.	Description	Have Been Done	Not Done
1.	Writing and job analysis environmental elements into the job description	10	20
2.	Consider environmental elements to the job description in accordance with the position	11	21
3.	Designing positions by applying environmental elements to job description and work	10	20
	Amount	31	61

Source: Processed Data by Author, 2023

Based on the data, companies in Cikarang, Indonesia have not implemented various indicators in green job analysis and design in their work. It can be proven that as many as 61 points, they have not implemented environmental points into their work. Through green job analysis and design, it is expected to be able to provide opportunities for employees to be actively involved and contributive of the green scheme in their work. With this green job analysis and design, it is able to form employees with the surrounding environment. Every employee is able to solve problems and issues that occur in environmental management in the organization. This can be done by providing job analysis and design that is in accordance with abilities and also active participation in a green environment.

In GHRM green job analysis and design in this environment can be carried out in various ways, such as by providing opportunities to develop soft skills and hard skills with management to optimize a work environment that is oriented towards a green environment. By having involvement in a green environment, it will certainly provide recognition for being a key party in managing the environment. Thus, green job analysis and design can help organizations achieve their sustainable goals while creating a more environmentally conscious work environment and contributing to overall environmental protection.

### Green Training and Development

Green training and development can provide training on environmental issues and sustainable practices to employees. This helps improve employee understanding and skills in adopting environmentally friendly actions at work (Dan & 2023). Developing skills and knowledge about the environment for employees is a measure of success for GHMR. The following are the results of research on green training and development indicators as follows:

**Table. 7 Indicators of Green Training and Development**

No.	Description	Have been done	Not done
1.	Develop employee skills and knowledge regarding the environment training	30	0
2.	Provide direct practice to employees regarding the environment	30	0
3.	Implementing various trainings for employees to make the workspace a green space	23	7
	Amount	83	7

Source: Processed Data by Author, 2023

Based on the data, the average manufacturing company in Cikarang, Indonesia has provided training to each employee and department regarding the environment. This can be seen from the points generated by 83 for companies that have implemented this training. As practitioners in human resources, of course, they must provide best practices to employees in order to increase environmental awareness which is supported by enhancing the company's reputation. For example by providing an understanding of the use of lights, water, computers, paper, plastic reduction and others. Apart from that, as human resources practitioners, they can also provide educational programs regarding the environment to employees and also provide training on the workspace as a green space.

This is certainly useful and can be implemented in various companies, especially in manufacturing companies in Cikarang, Indonesia in implementing green environment-based training for each of their employees. In addition,

this training and development can provide job rotation, especially for the top level in order to understand the surrounding environment. Thus, in this dimension a greening framework is needed to analyze and identify training needs that can be applied as a whole in the company.

### Green Performance Management

Green performance management aims to design policies and procedures that support sustainable practices, such as establishing environmental management information systems and environmental audits to achieve green environmental goals and also maximize job analysis and descriptions (Nawang Sari et al., 2019). This can be applied to integrate environmental management targets in the company's performance evaluation system. The following are the results of research on green performance management indicators as follows:

**Table. 8 Indicators of Green Performance Management**

No.	Description	Have been done	Not done
1.	Integrate environmental management targets in the company's performance evaluation system	30	0
2.	Setting environmental goals, targets and responsibilities	30	0
3.	Conduct an evaluation of environmental performance for each employee	10	20
	Amount	70	20

Source: Processed Data by Author, 2023

Based on the data, the manufacturing company in Cikarang, Indonesia has established an information system and provided environmental management targets, and also set goals, targets and also corporate responsibilities. Even so, in evaluating the performance of this is still done only a few departments. This is because there are only a few departments that enforce and define ISO 14001 to protect the environment. However, environmental performance standards as a whole will certainly have an impact and influence on the sustainability of the company. As a human resources practitioner, of course, employee performance appraisal must be carried out intensively in order to be able to set goals, targets and also responsibility for the environment. Thus, in evaluating environmental performance for each employee, it must be based on awareness of the surrounding environment. Of course, from green performance management, this performance evaluation must be based on various aspects including:

1. Awareness and Education: Educating employees about the environmental impact of their decisions and actions, as well as providing information on how they can contribute to sustainability.
2. Environmental Performance Evaluation: Monitor and assess the environmental impact of HRM practices and identify areas of improvement that may be needed.

Through the two things above, it will certainly have a positive influence on the surrounding environment. Green performance evaluation must be carried out thoroughly in order to create a harmonious climate in the work environment.

### Green Reward Management

Green reward management aims to appreciate the environmental performance of each employee by providing rewards financial or non-financial (Ren et al., 2018b). By carrying out this reward management, of course, every employee is required to have awareness in accordance with company rules and procedures. By giving a reward, every employee will compete to be able to fix the deficiencies that exist in the environment. The following are the results of research from green reward management as follows:

**Table. 9 Indicators of Green Reward Management**

No.	Description	Have Been Done	Not Done
1.	Give rewards in financial or non-financial to employees	0	30
2.	Appreciate employees who have implemented environmentally friendly	30	0
3.	Providing incentives for employees who behave in an environmentally friendly manner	0	30
	Amount	30	60

Source: Processed Data by Author, 2023

Based on the data, manufacturing companies in Cikarang, Indonesia have not provided rewards in financial, non-financial or incentives to employees who carry out environmentally friendly behavior. They are more appreciative of employees who have implemented it. However, giving rewards will certainly increase awareness of the environment which will always be remembered by every employee both within the company and outside. This is a good step in applying GHRM innovation to the company. By giving this award, of course, it will socialize the advantages of a green environment produced by its employees. So that it makes employees feel that their efforts are not in vain. By providing incentives to these employees, employees who behave environmentally friendly will be remembered by other employees and will also be applied to their social life.

## CONCLUSIONS AND SUGGESTIONS

### Conclusions

Based on research effectiveness of green human resources management on manufacturing in Cikarang Indonesia, the results are as follows:

1. Green recruitment and selection on manufacturing companies in Cikarang, Indonesia have implemented Green Human Resources Management.
2. Green job analytics and design on manufacturing companies in Cikarang, Indonesia have not implemented Green Human Resources Management.
3. Green training and development on manufacturing companies in Cikarang, Indonesia have implemented Green Human Resources Management.
4. Green performance management on manufacturing companies in Cikarang, Indonesia have implemented Green Human Resources Management.
5. Green reward management on manufacturing companies in Cikarang, Indonesia have not implemented Green Human Resources Management.

### Suggestions

It is hoped that manufacturing companies in Cikarang, Indonesia especially for human resources, are able to implement green human resources management better and are also able to implement green human resources management into the company's environment and policy. This is because as human resources in the company, of course, we have to start opening our eyes regarding environmental issues that are happening around the world, especially in the industrial area in Cikarang, Indonesia, which is the largest industrial area in Southeast Asia.

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