



Design and Implementation of Green Human Resource Management (Green HRM) in SMEs Palembang City

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Abstract. The purpose of this research is to explore the design and implementation process of the concept of Green HRM. The informants in this study are owners/management representatives of SMEs, Field assistant lecturers (DPL), and MBKM students of the MBKM Programme. The research method is a qualitative case study approach; data collection is carried out by in-depth observation of SMEs participating in the Batch 1 LLDikti Region 2 Independent SMEs Programme in Palembang City. This research data analysis uses interactive data analysis. The results showed that SMEs have not perfectly and explicitly designed and implemented Green HRM. However, SMEs have attempted to build green worker behavior in aspects of recruitment and selection, worker training and development, compensation and benefits, organizational culture, and performance management. Some of the benefits obtained are workers are more regular and live healthier lives, the name of SMEs in the general public, skilled and committed workers, reduced negative impacts that occur, reduced waste, and even recycling so as to reduce costs, improve the economic welfare of the community, ensure the sustainability of SMEs and natural resources, increase performance and productivity of SMEs, build a green work environment, form a green culture and green lifestyle.

Keywords: Human Resources, green HR, Sustainability, Management, SMEs

INTRODUCTION

Small and medium enterprises (SMEs) are one of the industries that are rapidly developing in South Sumatra, especially Palembang City. SMEs are one of the industries with high potential to continue to develop innovate and compete with international markets (Hutabarat et al., 2023; Tobing et al., 2023). On the other hand, SMEs in general still have a low level of awareness of environmental aspects, to support this, it requires encouragement from the government in the form of policies to provide solutions to these challenges. The operationalization of SMEs still only focuses on the effectiveness and efficiency of the

production process without paying attention to comfortable, safe, and healthy aspects for workers due to neglected environmental impacts.

In this regard, every SME player in Palembang City needs to realize the importance of designing and implementing environmentally-based industrial activities because environmental issues are a problem. Environmental issues are important because decision-makers will face increased public sensitivity and increasingly stringent environmental regulations to preserve the natural environment (Fabiola et al., 2024; Zakaria et al., 2023; Budiono et al., 2023). The phenomenon of environmental damage that occurs due to waste and production process waste spurs SMEs to improve and have ethical awareness of the environment. Related to environmental damage, many SMEs are switching to an environmentally friendly lifestyle in the workplace (go Green).

The design and execution of Green HRM is a human resource management policy that emphasizes the value of the environment and sustainable resource utilization. This, of course, requires the role of human resource management (HRM) because humans are the main pillar for maintaining, maintaining, and preserving the environment. The role of HRM is to oversee companies with green objectives and motivate SMEs to adopt green practices in their surroundings (Widodo & Puspitasari, 2024; Sartika, 2024; Mualim et al., 2024; Raharjo & Wening, 2023; Puspita Dewi et al., 2023). According to HRM's AMO (Ability, Motivation, Opportunity) theory, the Green HRM process plays a part in the planning and execution of human management procedures, wherein opportunity, ability, and motivation affect an individual's performance (Raharjo & Wening, 2023). Increased productivity, quality, performance, waste reduction, and profit are the outcomes of SMEs' development of green competencies, motivation of employees through green incentives, and provision of green performance-enhancing possibilities (Sartika, 2024). The design and implementation of green HRM seeks to boost environmental sustainability, encourage sustainable resource use, and increase the dedication of employees and SMEs to environmental protection (Dilawar & Cheema, 2023; A .D .S .Thathsara & Jayaranjani Sutha, 2021; Faisal & Naushad, 2020). Green HRM can be designed and implemented through recruitment and selection processes, specifically by incorporating environmental considerations into SMEs' hiring practices, communicating SMEs' environmental sustainability policies and commitments during the hiring process, and letting potential employees know that SMEs will hire candidates with environmental management skills (Moursellas et al., 2023), recruitment must include environmental performance, selection criteria consider each prospective worker who has an interest and concern for the environment and select prospective workers

who have a concern for environmental management (Mirani et al., 2021). The development and training of workers must include social and environmental issues (Puspita Dewi et al., 2023), and designing development and training that suits the needs will provide optimal environmental benefits (Asbullah & Tarigan, 2024). Providing compensation by including green concepts can increase the likelihood of workers applying it when working, increasing commitment to SMEs from green compensation and benefits. This can be financial, such as offering premiums, bonuses, or cash incentives to employees who purchase eco-friendly goods, non-monetary, for example, by giving gift certificates, recognition, namely by giving praise every day (Ali et al., 2021; Martins et al., 2021; Saputro & Nawangsari, 2021).

The goal of SMEs, which used to focus only on effective and efficient production processes, is to seek the maximum profit possible by minimizing costs, and savings must start from stakeholders in the SMEs themselves (Suharti & Sugiarto, 2020). One of the efforts of SMEs to contribute to environmental preservation is to design and implement the concept of Green HRM. Green HRM measures the successful implementation of green strategies and environmental management practices (Ojo et al., 2022). One of SMEs' methods for achieving excellence is applying the Green HRM concept, which will benefit SMEs' stakeholders, resources, and environment. Activities related to implementing, developing, and maintaining sustainable systems in Green HRM aim to make workers in SMEs environmentally friendly.

Based on the background of the above problems, it is necessary to study and need to know how the design and implementation, what are the obstacles and challenges and what is the impact in the design and implementation of Green HRM. Studies and research on Green HRM have been conducted by quite a number of previous researchers, both literature review research and empirical research. Research in the literature review was conducted by Kania (2024), which integrates HRM with issues related to the environment. This study examined five green human resource management (HRM) practices: 1) green hiring and selection, 2) green job analysis and design, 3) green training and development, 4) green HRM, 5) green performance management, and 6) green reward management.

Several previous studies on Green HRM exploratory link various variables, such as job satisfaction, green work engagement, and meaningful work (Thalia Putri K, 2021), worker performance, perceived organizational support (Maharishi, 2021), environmental performance (Freire & Pieta, 2022; Hadjri et al., 2020), and sustainability business companies (Aboramadan, 2022; Wulandari & Nawangsari, 2021). Previous research focused on Green HRM which was conducted in an explanatory manner, specifically to investigate Heri Setiawan
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how Green HRM affects environmental performance. Although this study is empirical in nature, it aims to investigate how the development and use of Green HRM in SMEs in Palembang City which has an image of a low level of environmental awareness.

The objectives of this study are (1) to explore how the process of design and implementation of the Green HRM concept in Palembang City SMEs, (2) what are the challenges and obstacles in the design and implementation of the Green HRM concept in Palembang City SMEs, and (3) what are the impacts of the design and implementation of the Green HRM concept in Palembang City SMEs.

METHODS

This research uses a case study method with a qualitative exploratory approach to explore information and find new relationships in a complex and broad problem. The information contained in this type of exploratory research is very loose, flexible, and unstructured (Mudjiyanto, 2018). The qualitative approach is expected to produce an in-depth description of what is observed from an SME studied from a comprehensive perspective (Siberian & Sugiarto, 2022). This research uses a case study on SMEs in Palembang City selected in the LLDikti Region 2 Independent SMEs Programme in 2023.

This study uses primary data by conducting interviews and observation. The research informants consisted of (1) Key informants, who have and know comprehensive information about the problem under study; (2) Main informants, who are directly involved and know technically and in detail about the research problem to be studied; and (3) Additional informants, who can provide additional information to complement the analysis. Data collection techniques were conducted through in-depth interviews. The informants in this study were SME owners or management representatives (A1), Field assistant lecturers (DPL), and MBKM students (A2). This research uses interactive data analysis. According to (Wulandari and Nawangsari, 2021), the process of analyzing qualitative research data consists of three activity streams: data presentation, data reduction, and conclusion drawing/verification.

DISCUSSION

The environment is an important aspect of sustainable development for SMEs in Palembang City; environmental damage often occurs due to operational activities of the production process, which are often reluctant to be solved and handled. In this case, SMEs play a direct role in directing every production process activity with an environmentally

friendly concept to reduce the negative impacts caused. Environmental management must be guided by ensuring environmental sustainability. Efforts in managing the environment according to Planning, use, control, maintenance, supervision, and law enforcement are all ways to protect environmental functions and stop pollution or damage to the environment, according to Article 1 Point 2 of Law No. 32 of 2009 concerning Environmental Protection and Management.

Regarding the importance of designing and implementing Green HRM in SMEs, the results of interviews with Informants A1 and A2 can be concluded that most SMEs in Palembang City do not have rules in performance appraisal and have not provided the facilities and infrastructure needed by workers to support environmentally friendly work. And if there is a violation, there is no performance assessment team related to the environment. The form of creation and application of the suggested Green HRM concept is presented in Table 1.

Table 1. Recommendations for the Design and Implementation of the Green HRM Concept in Palembang City SMEs

No.	HRM Function	Recommendations for the Design and Implementation of Green in HRM Functions in MSMEs
1.	Recruitment and Selection	Match the SME's dedication to environmental responsibility by incorporating eco-friendly components into the hiring and selection of potential employees. Since they are private to SMEs, examples of eco-friendly inquiries were not given.
2.	Worker Training and Development	Organizing regular training activities related to green competencies with mentoring; conducting worker exchanges among other MSMEs so that workers have the same knowledge and perception of green behavior; developing workers by encouraging them to manage the environment on the production floor after finishing the production process with 5S (Seiri=Sort/Select, Seiton=Set in Order/Arrange, Seiso=Shine/Clean, Seiketsu=Standardize/Bakukan, Shitsuke=Sustain/Keep) / 5R (Rapi, Resik, Ringan, Rencana, Rajin) and the use of waste that can still be reused (reuse, reduce, recycle) as a slogan for environmental conservation.
3.	Organisational Culture	Encouraging staff to conserve water and electricity, asking them to carry their own drinking bottles, and fostering an environmentally conscious mindset in order to shape their behavior. By planning operations that involve the methodical application of environmental conservation slogans on the manufacturing floor.
4.	Performance Management	Establish facilities that facilitate suggestions for the development and application of Green HRM in the context of SMEs; establish criteria for assessing eco-friendly conduct; and impose penalties on employees who disobey the rules and regulations, such as verbal warnings or SPs (Warning Letters).

To empower green behavior in SMEs, SMEs in Palembang City have a way of actively involving workers during safety talks (discussions and short presentations on OHS) and P5M (Prevention, Supervision, Control, Maintenance, and Eradication), this is done before carrying out operational activities in the production process and giving freedom to workers to express their opinions. Barriers and Challenges in the design and implementation of Green HRM in Palembang City SMEs can be seen in Table 2.

Table 2. Barriers and Challenges in the Design and Implementation of Green HRM for Palembang City SMEs

GREEN HRM Function	Barriers and Challenges
Recruitment and Selection	Limited capability of top-level management/owners of SMEs
Worker Training and Development	Constantly changing situations and conditions on the production floor
Organisational Culture	Lack of worker awareness and incentives to protect the environment
Performance Management	Limited ability of top level management/owners of MSMEs in measuring green-based performance.

Green HRM has an evident relationship with the efficient use of resources and reduction of waste and pollution and also has a positive impact on worker outcomes, namely increased job satisfaction, as seen in Table 3.

Table 3. Increased job satisfaction in the Design and Implementation of Green HRM for Palembang City SMEs

Benefits of Green HRM	Results
For Individuals/Workers	- Growth in worker welfare and health - Establishment of green culture and green lifestyle
For Organisations/ SMEs	- The better image of SMEs in the community - Attract more skilled and committed workers who are in line with the vision and mission of SMEs - Reduce environmental damage due to the production process - Reduce production waste and reduce SME costs - The sustainability of an SME and the use of natural resources can be felt in the long term - Increased performance and productivity - Build a green work environment
For the Community	- Improving the community economy

Even though the recruitment and selection process is considered to get workers who match the needs of SMEs, new workers must still be given training and receive development programs. Old workers must also receive training and development programs because environmental changes are happening fast, and SMEs that fail to make changes will not survive. SMEs provide regular training related to environmentally friendly competencies by providing assistance to workers and providing opportunities for workers to explore their potential by participating in worker exchange programs with other SMEs that are more advanced in designing and implementing Green HRM for workers on the production floor by being directly involved in the process of reusing waste materials that have been used. This is the key to shaping workers' personalities and fostering workers' commitment to living *green* to get optimal environmental benefits and it aims for workers to be able to practice it at work.

In addition, to motivate workers to work optimally and optimally, SMEs can design and implement Green HRM into the reward or punishment function that will strengthen and encourage workers to be pro-environment (Aftab et al., 2023; Xie & Lau, 2023). Regarding

the function of reward or punishment, informants A1 and A2 are identical, namely, providing rewards and punishments (Interview results, 2023). Based on the informant interviews, it can be concluded that SMEs in implementing green organizational culture are divided into two areas: (1) the office area, namely by inviting all workers to dispose of waste, ask employees to bring their drinking bottles to help save water and electricity, and protect the environment, and (2) the production floor area, namely by carrying out the production process by implementing 5S/5R and reusing waste that can still be recycled. Thus, the design and implementation of Green HRM concepts in Palembang City SMEs is increasingly becoming an important focus in achieving environmental sustainability. The design and implementation of Green HRM concepts in SMEs can help raise environmental awareness among workers and encourage them to contribute to environmentally friendly practices in the workplace. One of the Green HRM practices that can be adopted by SMEs in Palembang is a reward system that focuses on environmentally friendly behaviors. Rewarding workers' good behavior not only motivates them to perform better but also contributes to the organization's financial performance (Faisal & Naushad, 2020).

The training and development of workers are also important aspects of Green HRM. Sustainability-focused training can improve the performance of SMEs by equipping workers with the knowledge and skills necessary to implement environmentally friendly practices in the production process (Moursellas et al., 2023). Therefore, SMEs in Palembang City need to develop training programs that cover topics such as waste management, energy efficiency, and the use of environmentally friendly raw materials. According to research by Ahmad and Khan (2022), sustainability-focused business strategies can encourage better HR practices in SMEs. Supportive policies, such as incentives for green practices and access to educational resources, can help SMEs design and implement Green HRM more effectively. However, challenges in implementing Green HRM in Palembang SMEs remain, including a lack of knowledge and awareness of the benefits of sustainability. By integrating green practices in HRM, SMEs can improve their competitiveness and contribute to sustainable development in Palembang City.

CONCLUSION

The results showed that 1) the design and implementation process of Green HRM requires commitment from both upper and lower-level workers. SMEs have not perfectly implemented Green HRM. However, SMEs have made efforts to promote green behaviour among all workers. Creating green behavior of workers is done by applying Green HRM in

the elements of training and development, as well as recruiting and selecting workers, organizational culture, and performance management within the scope of work in SMEs. 2) Barriers and challenges in the design and implementation of Green HRM faced by SMEs in Palembang City are lack of worker initiative, the limited ability of top-level management, situations and conditions on the production floor that are constantly changing, inadequate facilities, and lack of worker concern for protecting the environment. To minimize the obstacles and challenges that occur, SMEs provide job descriptions that contain tasks related to environmental management, provide socialization regarding environmental management periodically, and provide verbal and written warnings for workers who violate regulations regarding Green HRM, and 3) the design and implementation of Green HRM is that SMEs get benefits for workers, for SMEs and the community. Some of these benefits are more regular workers and healthier lives, improving the name of SMEs in the general public, getting skilled and committed workers, reducing negative impacts that occur, reducing waste and even recycling to reduce costs, increasing community economic welfare, ensuring the sustainability of SMEs and natural resources, increasing the performance and productivity of SMEs, building a green work environment, forming a green culture and green lifestyle.

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