

IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON SUSTAINABILITY PERFORMANCE IN PALM OIL INDUSTRY

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Abstract: This research will answer the following important research questions: How is the influence of Green HRM practices which include Green Recruitment, Green Training, Green Involvement and Green Performance on sustainability performance. The research method used is a quantitative research method with a descriptive approach. The companies as the respondents of the research were 14 palm oil companies in Sumatera. Respondents who were successfully obtained in this study were 136 respondents as supervisors, heads of sections and managers in the 14 companies. Using cluster sampling, fourteen ISPO certified companies have been selected as sample based upon their environmental performance and sustainability. The data analysis tool used is through SPSS with multiple regression analysis techniques. The findings of the research simultaneously Green recruitment, Green Training, Green Involvement, and Green performance have a positive and significant effect on the sustainability of Performance. Meanwhile, partially, the variable that has the biggest influence on Sustainability Performance is Green recruitment. This indicates that it is very important for the palm oil industry to disseminate information about environmentally friendly programs when recruiting prospective employees.

Keywords: Green HRM, Green Recruitment, Green Training, Green Involvement, Green Performance

1. Introduction

The palm oil industry is an important industry for Indonesia. This is because the amount of production and export of palm oil tends to increase every year. In 2021, Indonesian palm oil production reached 46.887 million tons. The CPO production in 2022 is projected to reached 49 million tons, while PKO production will reach 4,8 million tons, so that total production of CPO+PKO will reach 53,8 million tons or an increase of 4,87% compared to the production in 2021 at 51,3 million tons (GAPKI, Indonesian Palm Oil Statistics Data 2021).

Maintaining a sustainable palm oil industry is very important to pay attention to environmental aspects in the operations of the palm oil industry. This is due to several reasons. First, the palm oil industry with issues of biodiversity, pollution, forest fires and increasing greenhouse gas emissions. Second, the palm oil industry also faces various issues related to increasingly complex technological, economic, social, environmental and governance issues. Environmental aspects have now become a must to be applied in the management of a company. Environmental aspects in practice tend not to be integrated into company

management, so that they run less effectively. One way to integrate this environmental aspect into the management of the palm oil industry is through Green Human Resource Management . Green Human Resource Management is an environmentally friendly understanding that can produce efficient human resources as stated by (College, 2014). According to (Arulrajah et al., 2016) that the definition of Green Human Resource Management practice which is an activity such as counseling for employees held by the company regarding the importance of protecting the environment around the company which can help practice environmentally friendly in the workplace to try to save the earth. In sustainable implementation that aims in an environmentally friendly approach. (Tang et al., 2018) also argue that Green Human Resource Management is an activity such as selection, recruitment, development, training of managers who implement the functions of human resource management given to employees in environmentally friendly aspects.

Different researchers in the past have defined Green HRM (GHRM). For example, GHRM has different practices which are the same as traditional HRM but with the added emphasis of environmental sustainability in HRM practices. (Charbel José Chiappetta Jabbour et al., 2010) defined GHRM as the extent of greening the human resource management practices with respect to competitive and functional dimensions of traditional HRM. Green Human Resource Management (GHRM) practices also contribute towards better environmental performance of the organizations (Tang et al., 2018); (Kim et al., 2019). Employees tend to adopt those GHRM practices for the greater goal of sustainable development (Tang et al., 2018). Other aspects, such as internal organizational initiatives through human capital for better environment and also the guidance of leadership for the implementation of green practices come under GHRM (Ahmad, 2015); (Tang et al., 2018); (Golicic & Smith, 2013). There are different GHRM practices like green recruitment & selection, green training, green involvement, green performance management, green rewards and compensation etc. that can help to attain the goal of environmental sustainability (Manzoor et al., 2019); (Shah, 2019); (Tang et al., 2018).

This study will answer the following important research questions: How is the effect of Green HRM practices as the model developed by (Tang et al., 2018) which includes Green Recruitment, Green Training, Green Involvement and Green Performance on sustainability performance.

This study aims to see how the influence of Green HRM which includes Green Recruitment, Green Training, Green Involvement and Green Performance on sustainability performance.

Factors of Green Human Resource Management

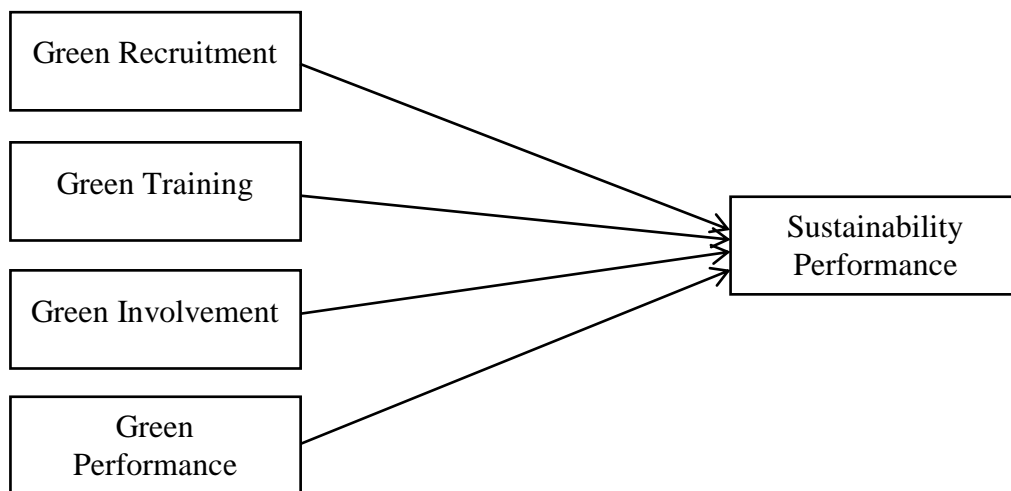


Figure 1: Proposed Conceptual Framework
 Source : (Tang et al., 2018)

2. Literature Review

Green HRM

Green HRM refers to “the systematic, planned alignment of typical human resource management practices with the organization's environmental goals” (Charbel José Chiappetta Jabbour, 2013) The area of green HRM is of significance within organizations as it contributes to other departments such as green management, green operations, green marketing, and green supply chain management. Green HRM is considered to have a holistic view, which aligns employees with the company's environmental strategy. Activities with a green focus are difficult to initiate as they require systemic change, and any change has to be initiated, implemented, and accepted by employees, as this is one of green HRM's primary aims (Mishra et al., 2014).

GHRM has emerged as a new trend of successful management, and combines and integrates environmental management (EM) and sustainable performance in a bid to support organisational performance (Al Kerdawy, 2019). Nowadays, environmental matters represent one of the most important managerial challenges (Arulrajah et al., 2016); (Mancha & Yoder, 2015), where corporations attempt to find ways to reduce their negative impacts on the environment, while at the same time improving sustainable performance (Ahmad, 2015). HRM literature, on the other hand, suggests that HRM practices affect organisational performance through their influence on employees' work behaviour and attitudes (Delery & Roumpi, 2017) . (Ren et al., 2018) defined GHRM as a phenomenon relevant to recognising the links between organisational actions that affect the environment, and the evolution, design, implementation, and impact of HRM systems.

Renwick et al., (2013) developed a theoretical model where distinguished policies in the field of recruitment, performance and appraisal management, training and personnel development, employee relations and reward systems are considered powerful tools for aligning employees with a company's environmental strategy.

Green Recruitment

Attracting high- quality employees is a key challenge for HR in the “talent war.” Job seekers prefer organizations that reflect their personal values. Due to increasing environmental awareness, the environmental reputation and image of a recruiting organization play an increasingly prominent role in recruitment drives (Renwick et al., 2013). Firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract potential talent (Phillips, 2007). The environmental performance of a company can be used in the recruitment process to attract talent (Charbel José Chiappetta Jabbour, 2013). In the race to attract the most talented and innovative employees, companies such as General Electric present a picture of themselves as having rich environmental awareness in order to boost their recruiting leverage (Huff, 2007). Web- based recruitment allows recruiters to provide more information on their environmental management activities compared with more traditional media such as newspaper advertising or brochures (Renwick et al., 2013). Interestingly, (Tang et al., 2018) categorize green recruitment and selection into three aspects: (a) candidates' green awareness, (b) green employer branding, and (c) green criteria used to attract candidates. They stress that candidates' green awareness (i.e., green consciousness, conscientiousness, and how candidates' green values align with the organization's values) can help firms to achieve their environmental goals; green employer branding is used to attract potential employees, and evaluation and selection of employees are based on green criteria.

Green Training

Training, empowerment, and rewards have been reported to be consistent indicators of HPWSs (Babakus et al., 2003). Training is needed to improve both job-related and behavioral skills of employees at the bottom line so that they can manage customer requests and problems satisfactorily (Babakus et al., 2003). In the current environmental sustainability research, training is regarded as one of the major factors for the effective implementation of environmental management (Charbel José Chiappetta Jabbour & Santos, 2008)(Ahmad, 2015). Green training enables employees to have a full understanding of the significance of environmental protection and increase their environmental sensitivity and encourages them to display PEBs (Ahmad, 2015)(Tang et al., 2018). Green training can make employees pay utmost attention to less consumption of water and energy, reduction of waste, utilization of renewable materials, and use of recycled materials. To achieve this, both formal and informal training can pay dividends. The presence of formal and informal training sends a strong signal to employees about the company's commitment to environmental sustainability and the successful implementation of GHRM. Importantly, employees' involvement in the formulation of environmental goals and strategies would lead to the successful implementation of environmental management programs. Evidence obtained from the industry revealed that training was one of the human resource practices used for Hilton's we care! Program (Bohdanowicz et al., 2011). This program enabled the company to reduce water and energy consumption as well as CO₂ emissions. The Starbucks Greener Apron Program enables employees to participate in inspiring sustainability training programs and learn how to be more sustainable everyday. In addition, Wyndham Hotels' Green Certification Program centers on the education of both employees and guests to raise awareness about environmental sustainability(Wyndham, 2019)

Green Involvement

Green employee involvement is defined as "Creating an environment in which people have an impact on decisions and actions that affect their jobs" (Quagraine, 2015). Employee involvement is about taking suggestions from employees on new environmental strategies and collecting feedback to improve the existing practices. Employee involvement motivates employees, makes them responsible and improves their cooperation in the greening of the organization. Phillips (2007) explained, "The use of employee participation in green HR has been noted to help prevent pollution from workplaces".

Employee involvement, particularly at the managerial level, is a crucial factor to motivate proenvironmental behavior among employees (Zibarras & Coan, 2015). It was found that emissions reduction at the workplace level is more likely where employee participation has a substantive role, including deeper and wider influence in organizational decision-making (Markey et al., 2016)

Employee involvement also implies empowering employees for taking decisions. Research has shown that empowerment promotes self-control, innovative thinking and problem-solving and is directly related to productivity and performance ((Renwick et al., 2013); (Wee & Quazi, 2005).

One of the ways to increase employee involvement in environmental-friendly activities is by forming environmental teams of "eco-intrapreneurs"(Mandip, 2012). Eco-intrapreneurs are those employees who are ecologically oriented. They have intention and skills to organize organization's financial, human and natural resources in a way that adds value to products or services in an ecological way. Other possible ways to increase employee involvement is by building green-oriented values and culture (Guerci & Carollo, 2016) and providing pro-environmental training (Renwick et al., 2013)

Green Performance

Performance assessments are generally used for administering salaries, identifying an employee's strengths and weaknesses, and providing performance feedback, in order to increase operational competence and improve corporate growth while also heightening transformational processes and performance. Without a formal performance assessment process, discipline is weakened in an organization, and employees' ability to improve may be hampered. However, assessment programs must be developed carefully in order to fully capitalize on employees' talents and efforts (Mathis & Jackson, 2011). From a green perspective, green performance assessment refers to "the appraisal and registration of employees' environmental performance throughout their careers in a company and provides them with feedback about their performance to prevent undesirable attitudes or reinforce exemplary behaviour" (Charbel José Chiappetta Jabbour et al., 2010). Some companies have set environmental goals for their employees and evaluate their contributions to environmental management as one criterion in the performance assessment program. This is more often the case in companies with an ISO 14001 certification (Charbel Jose Chiappetta Jabbour, 2011). Effective performance assessment provides useful feedback for employees and can support continuous improvement in a firm's environmental achievements (Jackson et al., 2011). (Charbel José Chiappetta Jabbour et al., 2010) show that performance assessment impacts on environmental management when companies have annual goals for pollution prevention and the development of environmental innovations.

Sustainability Performance

The concept of sustainability entails the organization's commitment to its employees and to the community through the use of human resource function (Harmon et al., 2010). This is largely dependent on the processes and activities adopted to modify different human resources aspects like employee's empowerment, employee's rewards, management commitment and the like. These organizational changes are supported and brought about by the environmental management integration into HRM (Renwick et al., 2013). Generally speaking, GHRM sustainability main objective is to improve performance through environmental management and innovation. Balancing between economic growth, social equity and environmental completeness is all part and parcel of this process and thus, achieving sustainable performance requires the adoption of green practices and their integration within business operations. The organizations should constantly look for ways for staff collaboration towards effective business sustainability while including its environment and social performance in the mix. Moreover, GHRM in firms can bring about sustainability only when human resources strategies, policies, and practices are developed to support social, economic and environmental aspects (Bon et al., 2018)

3. Method

The research method used is a quantitative research method with a descriptive approach. The companies as the respondents of the research were 14 palm oil companies in Sumatera. Respondents who were successfully obtained in this study were 136 respondents as supervisors, heads of sections and managers in the 14 companies.

Using cluster sampling, fourteen ISPO certified companies have been selected as sample based upon their environmental performance and sustainability. Cluster sampling method effectively signifies the features of target population and delivers the information in cost effective manners. Moreover, the preceding literature also supports the convenient sampling method. Furthermore, data was collected from employees of these firms after permission and support.

Questionnaire was accompanied by a cover letter to avoid any bias. Completion of data collection took place in around nine weeks. 136 questionnaires were distributed.

The data collection technique used is by distributing questionnaires, with alternative answers using a Likert scale (1) strongly disagree to (5) strongly agree. Questionnaires were distributed through Google Form media. The data analysis technique is descriptive. The data analysis tool used SPSS with multiple regression analysis techniques.

4. Result and Discussion

Table 1. F Test Result (Simultan Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1720.093	4	430.023	740.984	.000 ^b
	Residual	76.025	131	.580		
	Total	1796.118	135			

a. Dependent Variable: Sust_Performance
b. Predictors: (Constant), Green_Performance, Green_Training, Green_Recruitment, Green_Involvement

Based on table 1 above, it is obtained that the calculated F value > F table ($740,984 > 3.34$) and Sig. (0.000) is smaller than = 5% (0.05). It can be concluded that the research results reject H₀ and accept H_a. Thus, Green recruitment, Green Training, Green Involvement and Green performance simultaneously have a significant effect on Sustainability Performance.

Table.2. t Test Result (Partial Test)

Coefficients ^a								
Model	Unstandardize		Standardized		Collinearity Statistics			
	d Coefficients		Coefficients		t	Sig.	Tolerance	VIF
	B	Std. Error	Beta	t				
1 (Constant)	4.420	1.452			3.044	.003		
Green_Recruitment	1.031	.033	.806		31.104	.000	.481	2.079
Green_Training	.395	.028	.316		14.184	.000	.651	1.537
Green_Involvement	.048	.046	.040		11.037	.002	.218	4.578
Green_Performance	.015	.060	.008		10.250	.003	.353	2.836

a. Dependent Variable: Sust_Performance

Based on the table above, obtained as follows:

1. Green Recruitment Variable Partial Test

From the table above it can be seen that the value of $t_{count} > t_{table}$ ($31.104 > 2,163$) with a significant (Sig-t) of 0.000 which is smaller than = 5% (0.05) which means that Green Recruitment partially has a positive and significant effect on Sustainability Performance.

2. Green Training Variable Partial Test

From the above table it can be seen that the value of $t_{count} > t_{table}$ (14,184 > 2,163) with a significant (Sig-t) of 0.000 smaller than = 5% (0.05) which means that Green Training partially has a positive and significant effect on Sustainability Performance.

3. Green Involvement Variable Partial Test

it can be seen that the value of $t_{count} > t_{table}$ (11,037 > 2,163) with a significant (Sig-t) of 0.002 smaller than = 5% (0.05) which means that Green Involvement partially has a positive and significant effect on Sustainability Performance.

4. Green Performance Variable Partial Test

From the table it can be seen that the value of $t_{count} > t_{table}$ (10.250 > 2,163) with a significant (Sig-t) of 0.003 smaller than = 5% (0.05) which means that Green Performance partially has a positive and significant effect on Sustainability Performance.

Table 2 explains that the item that is the lowest and the company's concern in this case the palm oil industry is green performance, where companies need to create a better and more measurable performance appraisal system. Green training and development also needs to be improved, especially during New Normal (covid-19 pandemic conditions) it is necessary to conduct training with an online system, through Zoom, Google Meet, or other Video Conference media. In the Green HRM Policy, what still needs to be improved is the company's efforts to encourage or find ways to recycle and reuse goods/factory waste, so that the concept of Global Warming can be fulfilled. Green Involvement needs to be a concern again because employee involvement in environmentally friendly activities and work will have a positive impact on the company. Meanwhile, the company's Green Recruitment is appropriate, but it is necessary to continue in socializing about this environmentally friendly palm oil company when recruiting prospective employees.

5. Conclusions

Companies should adopt a set of GHRM practices, such as green recruitment and green training, which can enhance employees' abilities, knowledge and motivation and contribute to the company's human resources for sustainable performance. In addition, Employee involvement also implies empowering employees for taking decisions. Research has shown that empowerment promotes self-control, innovative thinking and problem-solving and is directly related to productivity and performance

The GHRM practice applied to the company must be carried out in order to:

- a. Improve employee growth, welfare and health
- b. Increase the creativity and change ability of employees.
- c. Make the balance between financial performance and environmental protection.
- d. Attract more skilled staff due to better image of the organization in society, maintenance of skilled staff and increased incentives, their commitment and loyalty to related organizations and increased competitive advantage.
- e. Reduce water and energy consumption, reduce paper consumption, reduce waste and even recycle and use it for fertilizer, all of which reduce costs.
- f. Reduce transportation, which reduces air pollution and reduces costs.
- g. Reduce the effects of environmental degradation
- h. Create sustainable company performance

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