

GREEN HRM: A STUDY OF ENVIRONMENTALLY-FRIENDLY HRM PRACTICES

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Abstract: This qualitative research aims to explore the implementation of Green HRM at PT. Go To. The research method used is descriptive qualitative with document study data collection techniques. The documents used in this research are sustainability reports and data contained in the PT. Go To website, as well as other supporting data from mass media and the internet. The data analysis technique used is content analysis. The results showed that PT. Go To has implemented several Green HRM practices, such as the use of renewable energy, reduction of greenhouse gas emissions, reduction of paper use, and increased environmental awareness through internal training and campaigns. This research contributes to the development of literature regarding the implementation of Green HRM in companies. In addition, the results of this study can be an input for PT. Go To in improving Green HRM practices in the future.

Keywords: Green, Human Resource Management, Service Company, Qualitative Research

1. Introduction

In the context of the ever-changing modern era, environmental and sustainability issues have gained an increasingly intense global spotlight. At the same time, the business sector is also undergoing significant transformation, especially with the emergence of technology platforms such as online ojek services. The existing facts show that the online ojek business is currently experiencing rapid growth in Indonesia and has a significant environmental impact. Based on data from Gabungan Aksi Roda Dua (GARDA) Indonesia, there are currently more than 4 million ojol drivers spread throughout Indonesia. The large number of ojol drivers supports the survey results of the Bakrie University Political Science Laboratory research team which conducted a collaborative survey from 26 January to 16 February 2023. The results show that the majority of Indonesians are users of online transport services, which is almost 83%. As for the preferred mode of vehicle, 85.52% of online transportation users most often use online motorcycle taxi services, and 14.48% often use taxis. Other facts that occur as a result of this phenomenon are the following environmental challenges:

Environmental Status: The Indonesia Environmental Status Report 2022 by the Ministry of Environment and Forestry highlights various aspects of the environment, including air and water pollution. The report assesses the environmental index, with a maximum score of 70.

Global Environmental Performance: Indonesia's environmental performance in 2022 is rated poor globally, as reported by the Environmental Performance Index 2022, indicating challenges in environmental conservation.

Air Pollution: Indonesia faces serious air pollution problems by 2022, with reports showing it to be one of the worst air polluted countries in Southeast Asia.

The various environmental damages that occur encourage public awareness of environmental issues, the need to reduce the negative impact of business on the environment, and influence consumer behaviour in choosing environmentally friendly products and services and encourage companies such as PT. Go To to seek competitive advantage through sustainable management practices. Green Human Resources Management (GHRM) is a key business strategy that can help companies build a positive image related to their concern for the environment. In addition, the implementation of GHRM can also increase consumer confidence in the products and services produced by the company. Consumers will feel more confident and trust that the products and services they buy come from companies that are environmentally responsible Edyta (2018). Thus, the implementation of GHRM can provide multiple benefits for the company. In addition to improving the company's image, GHRM can also increase consumer confidence in the products and services produced, which in turn can contribute to the growth and sustainability of the company's business Arulrajah et al. (2015).

Gojek is a company that was founded in 2010 with a focus on providing motorbike transport services and has since expanded its services to include a variety of corporate offerings. On 17 May 2022 gojek changed its name to PT. Go To which is a merger of Gojek (transportation) with Tokopedia (market place). The group of companies consisting of Gojek, GoTo Financial and Tokopedia, which is headquartered in Indonesia and operates in the Southeast Asia region. Its business lines include e-commerce, financial services, on-demand transportation, food and grocery delivery, and logistics and fulfilment. The Company's mission is to empower progress through technology, creating long-term value for all stakeholders in its ecosystem. The company has been recognised for its contribution to society and the environment, having implemented initiatives to reduce plastic waste and promote green practices. Go To adopts the world's best standards in every social, environmental and operational management activity to ensure business sustainability. The problem to be researched is how PT. Go To can implement the concept of Green HRM in its HR management practices. This research will cover aspects of Green HRM practices including recruitment, training and development, performance evaluation, and employee compensation. The purpose of this research is to identify Green HRM practices that have been implemented by PT. Go To, and formulate recommendations to improve the implementation of Green HRM in PT. Go To.

2. Literature Review

Green Human Resource Management (Green HRM)

Green HRM, according to Renwick (2013), can be defined as sustainable and socially responsible human resource management, which considers the environmental and social impacts of human resource policies and practices. The concept of Green HRM covers various aspects, such as recruitment and selection, training and development, compensation and incentives, and performance management.

The concept of Green Human Resource Management (Green HRM)

The concept of Green Human Resource Management according to Renwick (2013), refers to the implementation of human resource practices and policies that focus on environmental sustainability and corporate social responsibility. The goal is to integrate environmental and social aspects in human resource management.

Some aspects of the Green HRM concept include:

1. **Recruitment and selection:** Green HRM encourages companies to seek out employees who are environmentally conscious and committed to sustainability. This can be done by including environmental considerations in the employee recruitment and selection process. According to Renwick (2013) research, sustainability-oriented recruitment and selection can help build an organisational culture that cares about the environment.
2. **Training and development:** Green HRM encourages companies to provide training and development to employees on environmental issues and sustainable practices. This aims to increase employees' understanding and awareness of the importance of sustainability. Ahmad, (2015) "Sustainability-focused training and development can improve employees competence in dealing with environmental challenges by providing them with the knowledge and skills needed to adopt environmentally friendly practices, reduce negative impacts on the environment, and contribute to the organization's sustainability efforts. It can also increase employees awareness of environmental issues and motivate them to take more sustainable actions in their daily work.". This opinion is supported by research showing that sustainability-focused training and development can improve employees' knowledge, skills and competencies in dealing with environmental challenges. This can assist organizations in adopting green practices and achieving their sustainability goals Teixeira et al.(2016).
3. **Compensation and incentives:** Green HRM encourages companies to implement compensation and incentive systems that encourage employees to participate in sustainability efforts. This can be done through incentivising employees who achieve environmental performance targets or contribute to the company's sustainability initiatives. Chaudhary (2020) compensation and incentives related to sustainability (green compensation and reward) have a positive and significant influence on employee green behaviors. By providing relevant compensation and incentives, companies can motivate employees to adopt green practices, reduce environmental impacts, and innovate environmentally friendly products and services, Shah & Soomro (2022).
4. **Performance management:** Green HRM encourages companies to include environmental performance indicators in employee performance management systems. This aims to ensure that environmental performance is also evaluated and given the same attention as financial or operational performance. According to Renwick (2013) research, sustainability-oriented performance management can help drive employee behaviour change towards more sustainable practices.

The link between Green HRM and Organisational Sustainability

The link between Green HRM and organisational sustainability is that the implementation of Green HRM practices and policies can help improve the overall sustainability of the organisation. This is because Green HRM considers the environmental and social impacts of human resource policies and practices, so it can help companies achieve sustainability goals. Mukherji & Bhatnagar (2022) the implementation of Green HRM practices and policies can significantly contribute to organizational sustainability. This is because Green HRM practices and policies can help organizations reduce negative impacts on the environment, improve operational efficiency and effectiveness, and improve the organization's image and reputation in the public.

Implementasi Green HRM di Organisasi

Implementation of Green HRM in Organisations.

Implementing Green HRM in organisations involves a series of steps and practices that can help companies achieve sustainability goals. In general, the implementation of Green HRM in

organisations can be done through several stages or steps, such as establishing the company's vision and mission related to Green HRM, developing Green HRM policies and procedures, implementing Green HRM policies and procedures through training, development, and performance evaluation programs, and monitoring and evaluating the implementation of Green HRM to ensure its success. Factors such as organisational/leadership commitment, established rules/regulations, availability of adequate and trained human resources in Green HRM, as well as employee awareness and participation can also influence the implementation of Green HRM in organisations Irmawati (2023), Sugiarto (2017).

1. Development of policies and guidelines: Companies need to develop policies and guidelines that support Green HRM practices. This includes integrating environmental and social considerations in recruitment, training, compensation and performance management policies. These policies and guidelines should be clear, measurable and implementable by all parts of the organisation Renwick (2013). This includes several aspects including:
 - a) Integration of environmental and social considerations in human resource policies and procedures: Companies should consider environmental and social impacts in human resource policies and procedures. For example, companies may develop policies to reduce the use of paper or plastic in company operations, or develop environmentally friendly waste management procedures.
 - b) Increased transparency and accountability: Companies need to increase transparency and accountability in environmental and social reporting. This can be done by regularly publishing sustainability reports, which include information on the environmental impacts of company operations, sustainable practices implemented, and sustainability targets and achievements.
 - c) Encourage employee participation: Companies need to encourage employee participation in sustainability efforts. For example, companies can conduct energy saving programmes or waste management programmes that involve employee participation. This can raise employees' awareness of the importance of sustainability and increase their involvement in sustainability efforts.

Suharti (2020), companies develop policies and systems that encourage employees to behave in an environmentally friendly manner, such as involving employees in environmental training and development, rewarding employees who contribute to environmental efforts, and ensuring environmentally friendly occupational safety and health.

2. Sustainable recruitment and selection: Companies need to pay attention to sustainability aspects in the employee recruitment and selection process. This can be done by including questions related to environmental awareness and commitment to sustainability in interviews or candidate assessments. In addition, companies can also look for employees who have knowledge or experience in sustainability. This includes several aspects such as:
 - a) Include sustainability-related questions in candidate interviews or assessments. This may include questions about environmental awareness, experience in dealing with sustainability issues, or commitment to sustainable practices.
 - b) Provide information about the company's sustainable practices in the recruitment and selection process. This can help candidates understand the company's values and consider whether the company matches their values.
 - c) Look for candidates who have knowledge or experience in sustainability. This can be done by looking at the candidate's educational background or work experience.

Suharti (2020), the implementation of Green HRM in recruitment and selection can help companies to create an organisational culture that cares about the environment. Companies use green values as a guide in the recruitment and selection process of prospective

employees. They believe that if prospective employees already have a character that matches the company's environmentally friendly values, they will easily behave in an environmentally friendly manner in carrying out their work tasks in the company.

3. Training and development: Companies need to provide training and development to employees on environmental issues and sustainable practices. This may include understanding the environmental impacts of company operations, efficient energy use, waste management and other environmentally friendly practices. This training can increase employees' awareness and competence in sustainability. This includes several aspects such as:

- a) Provide training on environmental issues and sustainable practices. This training may include understanding the environmental impacts of company operations, efficient energy use, waste management, and other environmentally friendly practices.
- b) Develop specific training programmes for employees responsible for corporate sustainability. This programme may include training on environmental management systems, environmental auditing, or environmental performance measurement.
- c) Provide opportunities for employees to participate in sustainability activities or projects. This can help employees put into practice the knowledge and skills acquired during training and strengthen their commitment to sustainability.

Suharti (2020), proper training assists employees in improving the knowledge and skills required for environmentally friendly behaviour in their work. Training also helps to increase employee engagement in sustainability.

4. Compensation and incentives: Companies can implement compensation and incentive systems that encourage employees to participate in sustainability efforts. This can include incentivising employees who achieve environmental performance targets or contribute to the company's sustainability initiatives. In addition, companies can also reward employees who propose innovative ideas in terms of sustainability. This includes several aspects such as:

- a) Provide incentives to employees who achieve environmental or sustainability performance targets. These incentives may include bonuses, promotions, or other special recognition. For example, a company may give bonuses to employees who successfully reduce energy consumption or waste.
- b) Linking compensation to environmental or sustainability performance. This can be done by including environmental or sustainability performance as one of the criteria for employee performance appraisal. For example, the company may provide additional performance appraisals to employees who successfully meet environmental or sustainability performance targets.
- c) Provide opportunities for employees to develop skills or knowledge in sustainability and provide incentives to those who successfully complete training programmes. For example, companies can provide incentives to employees who successfully complete training programmes on energy management.

Suharti (2020), the implementation of Green HRM can improve operational efficiency and use the efficiency gains to improve employee welfare.

5. Sustainable performance management: Companies need to integrate sustainability aspects into employee performance management. This includes performance appraisals that cover achievement of environmental targets, participation in sustainability initiatives, and commitment to environmentally friendly practices:

- a) Include environmental or sustainability performance criteria in employee performance appraisals. This can help ensure that employees are mindful of the environmental

impact of their actions and motivate them to participate in the company's sustainability efforts.

- b) Provide feedback to employees on their environmental performance and provide support to improve their environmental performance. This can be done by providing information on best sustainable practices and providing training or guidance to employees who need it.
- c) Develop an environmental management system that is integrated with the performance management system. This can help companies ensure that sustainability efforts are integrated with the company's business strategy and that environmental performance is regularly monitored and evaluated.

Suharti (2020), evidence that the company has integrated sustainability aspects in the employee performance management system is the existence of performance indicators related to the concept of environmentally friendly and explicitly specifies sustainability-related goals and tasks in job descriptions. In addition, the company also conducts extensive dialogue on environmentally friendly behaviour, sets targets for managers/employees to behave environmentally friendly, and evaluates employee performance according to environmentally friendly criteria.

3. Method

The research method is through a descriptive qualitative approach which is a research approach that focuses on an in-depth and interpretative understanding of complex social phenomena. This method emphasises the collection and analysis of descriptive data, with the aim of understanding the meaning, perspective, and context involved in the phenomenon under study. Qualitative research tends to use an inductive approach, where theories and concepts are developed from the data collected, Creswell, J. W., & Poth, C. N. (2018).

The research object: PT Go To is interesting to study in the context of Green HRM because of the company's large impact on society and the environment, as well as the potential to influence sustainable HRM practices in the rapidly growing technology industry sector. This research can provide valuable insights into how large companies can play a role in supporting sustainability and environmentally friendly practices. Data collection techniques: document study, in this research the documents used are sustainability reports, data contained in the PT GoTo website. Other supporting data from mass media and the internet. The reason for taking document studies is the availability of documents and ease of access, Creswell, J. W. (2013); Denzin N.K., & Lincoln Y.S. (2017).

Data analysis technique: Content analysis to analyse the content of written documents or texts with the aim of identifying patterns, themes, or meanings contained therein. The reason for using this technique is because it allows researchers to analyse data in the form of text or documents in a systematic and objective way. In addition, content analysis can also be used to validate findings from other data collection methods and to develop new concepts or theories, Krippendorff, K. (2018), Neuendorf, K. A. (2016).

4. Result and Discussion

PT Go To's implementation of Green Human Resources Management is conveyed to the public in the form of a sustainability report. In 2022 PT Go To published its first Sustainability Report, which discusses the approach and management of material environmental, social, and governance (ESG) risks and opportunities of the Company and its subsidiaries. The report describes the Company's strategy, targets, and performance for each ESG core topic, which is relevant to each Company in the GoTo Group: Gojek, GoTo Financial, and Tokopedia. All of

the core ESG topics covered in this report are part of the Company's commitment to achieve the Three Zeros target by 2030 of Zero Carbon Emissions, Zero Waste, and Zero Barriers. This report is the result of our performance, progress and lessons learnt over the past year. This report is shared with the public, stakeholders as a form of transparency, accountability, and credibility in all actions the company takes. The following is the implementation of Green HRM at PT Go To:

1. **Development of Sustainable Policy:** PT Go To, Indonesia's largest digital ecosystem, has developed a corporate policy that integrates the principles of sustainability and environmental protection. This policy covers aspects such as waste reduction, energy efficiency, use of eco-friendly materials, and others. In the Sustainability Report 'Driving Progress' published by PT Go To, there are several forms of Go To's corporate policies that have been implemented. Here are some of them:
 - a) **Waste reduction:** PT Go To is committed to reducing waste generated from the company's operations. One of its efforts is to introduce an electric vehicle battery recycling programme.
 - b) **Energy efficiency:** PT Go To endeavours to improve energy efficiency in the company's operations. One way is by introducing electric vehicles as part of their transport fleet.
 - c) **Use of environmentally friendly materials:** PT Go To is committed to using environmentally friendly materials in its operations. One example is the use of eco-friendly packaging for their products.

In 2021, in collaboration with PT Karya Baru TBS, a subsidiary of PT TBS Energi Utama Tbk, Go To formed a joint venture company called PT Energi Kreasi Bersama (also known as Electrum) to accelerate the adoption of EVs in Indonesia. Electrum has purchased 500 units of two-wheeled electric vehicles (EVs) and built battery swapping infrastructure for EVs in South Jakarta in partnership with Pertamina. PT Go To has set a target to target to make a full ecosystem transition to electric vehicles (EVs) by 2030. This is Go To's biggest driver in reducing its emissions footprint, facilitating partners to do the same, and supporting the Government's agenda to build a cleaner and more accessible mobility system in Indonesia.

2. **Selection of Environmentally Minded Employees:** In the recruitment and selection process, the company emphasises on potential employees who have awareness and commitment to environmental issues. This is an additional consideration in the employee selection process. In addition, recruitment and orientation policies are carried out in an open and transparent manner, and eliminate bias or discrimination, either directly or indirectly. Each job opening is accompanied by a clear job description and will be coordinated by the recruitment team to ensure quality, clearly communicate expectations of candidates, and prevent fraud in the recruitment process.
3. **Training and Awareness:** PT Go To provides training to employees on the importance of sustainable practices. This training includes waste management, energy saving, carbon footprint reduction, and others.
 - a) **DariAksiKecil by Gojek and GoTo Financial**
Gojek initiated the #DariAksiKecil campaign, which aims to encourage business partners to start implementing sustainable practices through small actionable initiatives in waste/waste management. The company conducted several workshops on how to manage and process used cooking oil. The company collaborated with Waste4Change for the used cooking oil pick-up service and Avani Co. to be able to use more eco-friendly packaging. The company provided guidelines on how merchant partners can obtain more information on small, practical steps they can take in their business, which can be downloaded as a reference that is freely available to the public.

b) Tokopedia Green by Tokopedia

In an effort to encourage and implement sustainable practices across the Tokopedia ecosystem, Tokopedia Green was launched. The programme includes various educational materials targeted at Tokopedia's merchant partners, such as articles accessible at the Seller Education Centre, guidebooks, and Instagram Live sessions. In collaboration with The Local Enablers, Tokopedia also holds an incubation programme to support and empower merchant partners who are already implementing sustainable practices. Finally, Tokopedia launched a dedicated page for sustainable products to increase buyer accessibility. All employees are required to attend training that is coordinated and managed by the People & Culture team and supported by the Learning Management System (LMS). The training covers Information Technology Security, Code of Conduct, Anti-Bribery and Anti-Corruption.

4. **Eco-Friendly Facilities:** Companies design or change their facilities to be more environmentally friendly. This involves the use of renewable energy sources, better waste management, and the use of green technology. In an effort to reduce waste generated from operations, the company has launched several initiatives such as no longer using single-use products and packaging in the office, raising employee awareness on sustainable office practices, and ensuring that office waste is properly segregated and treated by credible partners. PT Go To has introduced recycled and reused packaging at facilities under the company's direct control, as well as established guidelines on how merchants can reduce the use of excessive packaging (this will also reduce their expenses). This is in an effort to realise Zero Waste. Tokopedia's Serviced Facilities have started reusing used cartons (that can no longer be used as packaging) as cushioning in order packaging to reduce the use of waste *bubble wrap* dan *air pillows*. PT Go To partners with Rekosistem to manage the waste generated from GoFood's cloud kitchen in Tebet, South Jakarta. Waste is collected and sorted daily, then processed through various methods such as composting, recycling, pyrolysis and gasification (carbon plant), and black soldier fly processing based on the type of waste. No hazardous waste is generated from the communal kitchen, and all waste diverted from final disposal is off-site at the GoTo Group.

GoTo began transitioning to renewable energy sources to meet the electricity needs of the office and warehouse, with the goal of transitioning to 100% renewable energy in the next few years. In 2019, Tokopedia participated in the One Million Rooftop Solar Movement (GNSSA), a national initiative to install one million rooftop solar panels. Tokopedia is one of 14 companies participating in this initiative and has installed rooftop solar panels at the head office through Xurya as the company's partner. In addition to these efforts, as of January 2022 GoTo has purchased 361 Renewable Energy Certificates (RECs) from the State Electricity Company (PLN), which is equivalent to 361,000 kWh of electricity consumption. The number of RECs will continue to grow to help offset some of the carbon footprint and increase PT GoTo's corporate contribution to renewable energy projects.

5. **Compensation and Rewards:** The People & Culture team has detailed, measurable and comprehensive performance appraisal procedures (including feedback) that are required in employee performance appraisal. The result is an objective, transparent assessment of an employee's contribution to the company, as well as identifying the right tools and opportunities for HR development. Performance-based employee appraisals will have a positive effect on PT Go To employees. Especially related to rewards for employees who contribute more to the company's goals, namely sustainability efforts.
6. **Monitoring and Reporting:** It is important to monitor the impact of Green HRM implementation and measure progress in achieving sustainable goals. Regular reporting on these achievements to management can help maintain commitment to Green HRM

principles. It can also facilitate and support the transformation of company operations in line with relevant ESG best practices, prioritising credibility, practicality, commercial viability and alignment with the roadmap to achieve the Three Zero target by 2030. Reporting and monitoring of the company's operational activities for one (1) year is submitted in the form of a sustainability report published every April of the following year.

7. Employee and partner collaboration and engagement: Involving employees/partners in sustainability initiatives can increase their support and participation. PT Go To has established working groups or committees that focus on sustainability issues. The following is an example of employee and partner collaboration and involvement:
 - a) Government through bilateral or multilateral discussions, by topic or project, as appropriate. Results: Became the Government's strategic partner in MSME empowerment and digitalisation and collaborated with more than 20 government agencies through GoNusantara MSME Training, Digital Advancement Class, and Bangga Buatan Indonesia (BBI). Partnerships with public transport operators to connect customers with convenient public transport options through GoTransit. Promoting micro and small businesses, especially women entrepreneurs. Successful partnerships during the G20 in Bali, including promoting Indonesia's digital economy and the opportunities it creates, promoting GoTo's MSME partners, and mobilising GoTo's electric vehicles as the official transport partner of the G20. Facilitating public participation in efforts aligned with GoTo's Three Zero targets and government targets in waste and carbon emissions reduction, and social protection.
 - b) Driver-partners through driver-partner coffee sessions with management held every two weeks, Focus Group Discussions (FGD), Online learning platform (through GoPartner, the application used by driver-partners), Face-to-face training sessions and workshops (Partner Learning Workshop), social media. Outcome: Raise awareness and gain feedback on GoTo's driver-partner-focused policies, programmes and products, to ensure self-development and continuous improvement. Raise complaints or concerns through dedicated channels.
 - c) Employees through quarterly Town halls with Q&A sessions (and post-session surveys), Annual employee engagement survey, Twice-yearly employee performance appraisals, Employee Resource Group (ERG). All employee-related channels and forums are designed as part of a broader strategy to : Reinforce the Company's mission, spirit and values, Continuously assess performance, priorities and learning jointly and transparently, Provide safe and supportive channels and forums to provide direct feedback.

A key component of this process is stakeholder engagement and input. This will inform sustainability strategies and priorities and help to measure how relevant, effective and impactful efforts have been.

8. Sustainability Performance: Sustainability performance measurement is a process to assess the impact of a company's activities and operations on aspects of sustainability, including environmental, social, and corporate governance (ESG). PT Go To conducts sustainability performance measurement covering various aspects, including:
 - a) Greenhouse Gas Emissions: PT Go To measures and reports the greenhouse gas emissions generated by its operations. This includes emissions from its vehicle fleet, energy consumption, and other activities that impact climate change.
 - b) Resource Use: Measurement includes the use of natural resources such as water, energy, and raw materials. PT Go To can track the consumption of these resources and endeavour to reduce its environmental footprint.

- c) Recycling and Waste Management: PT Go To measures the extent to which it is successful in managing its waste and supporting recycling practices. This includes measuring the amount of waste generated and the percentage recycled.
- d) Social Engagement: Measurement includes social aspects, such as programmes that support local communities, efforts in supporting education, and other initiatives that create positive social impact.
- e) Quality of Work Life: This measurement includes aspects such as employee satisfaction, level of diversity, inclusiveness, and fairness in the workplace. This reflects PT Go To's commitment to employee wellbeing.
- f) Corporate Governance Practices: Sustainability performance measurement also includes aspects of corporate governance, such as transparency, ethics, and compliance with regulations and business standards.
- g) ESG Reporting and Standards: PT Go To refers to internationally recognised ESG reporting standards, such as the Global Reporting Initiative (GRI) or Sustainability Accounting Standards Board (SASB), to measure their sustainability performance.
- h) Sustainability Objectives: Metrics are used to track the company's progress against pre-set sustainability goals. This could include achieving emissions reduction targets or other sustainability targets.

The importance of measuring sustainability performance is to provide a clear understanding of the company's impact on aspects of sustainability, as well as to identify areas where the company can improve its practices. The results of these measurements can also be used to report progress to external stakeholders, such as investors, customers and society more broadly.

5. Conclusions

Research at PT Go To that has been carried out provides conclusions, among others:

1. Commitment to Sustainability: PT Go To demonstrates a strong commitment to sustainable practices, including in human resource management. This reflects the company's understanding of social and environmental responsibility.
2. Impact on Employees: The implementation of Green HRM can influence employee behaviour and environmental awareness. It can create a corporate culture that focuses on sustainability and environmental awareness.
3. Environmental Impact Reduction: Through Green HRM practices, PT Go To may successfully reduce the environmental impact of its operations. This may include reduced carbon emissions, energy savings, or better waste management.
4. Innovation and Reputation: The implementation of Green HRM can also help companies create innovations in their business practices, which can enhance the company's reputation and attract potential employees and customers who are concerned about environmental issues.
5. Influence on the Ecosystem: PT Go To has a large influence on its ecosystem, including driver-partners, merchants, and customers. The company's Green HRM practices can influence sustainable practices across its ecosystem and have a wider positive impact.

However, it is important to remember that PT Go To's success in implementing Green HRM is of course also followed by certain challenges and obstacles. Further research could identify the hurdles faced in this process and how the company overcame them. The contribution of the research conducted is that PT Go To can be used as an inspiring example of how companies can play an important role in supporting sustainable practices and a friendly environment through the implementation of Green HRM. The success of this company can serve as a guide for other organisations looking to take similar steps in supporting sustainability.

Recommendations for improving the implementation of green HRM at PT Go To include:

1. There is a need to raise awareness through training, supervision, including the implementation of research and innovation to create sustainable solutions that are more effective and efficient. This action must be taken to improve the implementation of green HRM in areas where compliance is still lacking compared to people in urban areas (big cities).
2. The need for research and innovation in the context of Green HRM practices that include the use of technologies such as mobile apps or cloud-based platforms.

For example, mobile apps that can be used for:

- a) Carbon Footprint Tracking: The app can help employees track the environmental impact of their activities, such as transport to work or energy consumption at home. This data can be used to understand and reduce the carbon footprint of individuals and organisations.
- b) Reporting and Performance Measurement: A mobile app that facilitates real-time reporting of sustainability performance. Employees can easily report on the sustainable practices they implement, such as the use of public transport or energy-efficient electricity usage.
- c) Environmental Training: Mobile apps can be a tool to provide environmental training to employees. They can access training content, resources and guidance on sustainable practices through these apps.

The implementation of this technology can help PT Go To to be more efficient in implementing Green HRM practices, collect data needed for sustainability performance measurement, and encourage employee participation in sustainable practices. In addition, this technology can assist the company in achieving sustainability goals them more effectively while reducing the environmental impact of administrative processes.

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