

The Strategy of Small and Medium Enterprises in the Implementation of Green Human Resource Management in Bandung Regency

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Abstract

Workers as the main actors of SMEs need to understand environmental management as an aspect in order to increase business productivity. Green Human Resource Management (Green HRM) is a tool that can be used to manage the SME workforce by involving environmental aspects. The purpose of this study is to determine the priority of Green HRM criteria for SMEs in Bandung Regency. It is hoped that by producing Green HRM criteria for SMEs and the level of importance for each criterion, strategic steps can be formulated in optimizing Green HRM for SMEs in Bandung Regency. In this research, the research method used is descriptive qualitative method. The method of data collection is done by using a questionnaire with a scale of comparison, interviews and field observations. The data analysis technique was performed using analytical hierarchy process (AHP). The results showed that the implementation of green HRM in SMEs was carried out in an organized manner starting from the recruitment process, selection, training and development, performance evaluation, awards, job descriptions of the workforce and workforce management based on the green concept. Among these processes, the training and development process has the highest weight, which shows it is the most important process in implementing green HRM in SMEs. job description of manpower and manpower management which is based on the green concept. Among these processes, the training and development process has the highest weight which shows it is the most important process in implementing green HRM in SMEs. job description of manpower and workforce management based on the green concept. Among these processes, the training and development process has the highest weight which shows it is the most important process in implementing green HRM in SMEs.

Keywords

UKM, Green, Human Resource Management (HRM), AHP, training and development



I. Introduction

In recent years, SMEs are a business sector that plays a role and plays a role in the economy both nationally and globally. In the national economy, SMEs have a very large share. UKM is a strong fortress of an economy in facing various kinds of dynamics that occur in the economy. UKM also shows a vital role in terms of quantity and absorption of labor. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia in 2017, it shows that 99.99% (percent) of business units in Indonesia are Small and Medium Enterprises (SMEs) and 0.01% (percent) are large enterprises, absorption rate workforce reached 97.02% (percent), and had a contribution to the Gross Domestic Product (GDP) of 60.00% (percent).

Based on these data, SMEs are an economic sector that plays an important role in economic growth and employment in Indonesia. Environmental issues are an important factor for the development of SMEs. SMEs can contribute to environmental problems, such as pollution of gas, liquid, and solid waste, so that UKM managers are obliged to participate in solving these environmental problems (Fiscal Policy, 2012). Therefore, to ensure business sustainability, it is necessary to introduce environmental and social aspects in the business process (Kondoh, 2014). Environmental management in the operational process of SMEs has a positive effect on the sustainability of SMEs in the short and long term (Zeng, 2011). Workers as the main actors of SMEs need to understand environmental management as an aspect in order to increase business productivity. Green Human Resource Management (Green HRM) is a tool that can be used to manage the SME workforce by involving environmental aspects.

The Central Bureau of Statistics (BPS) defines SMEs as companies that have a workforce of between 5 and 19 employees (BPS, 1997). If a company has less than 5 employees, it can be called a home industry. Kurilof in Pasaribu (2005) states that to be able to guarantee the survival of SMEs, UKM players have four balanced abilities, namely: (1) Technical competence, which is having competence in the field of design (know-how) in accordance with the business that is will be selected. (2) Marketing competence, namely having competence in finding suitable markets, identifying customers and maintaining the survival of the company. (3) Financial competence, namely having competence in finance, managing purchases, sales, bookkeeping, and profit / loss calculations.

When viewed from the perspective of development potential, SMEs can become an economic sector that has the potential to be developed into the international realm. There are several types of SME products that are suitable for use as superior export products, but in their development, there are obstacles in reaching the export market, including domestic policies and a lack of information on various needs in the export market so policies and strategies are needed to overcome this (Cardoza et al., 2016). Currently labor-intensive is one of the strong characteristics of SMEs, as for the ability to use technology that is simple, easy to understand and able to become a place for people to work (Anggraeni et al., 2013). The high level of use / use of labor in SMEs can make the role of labor very important for SMEs. Workers are no longer workers but have turned into business capital for SMEs (human capital). In addition, the author's research results indicate a positive relationship between labor and SME productivity but the role of labor in increasing SME productivity is still low (Astuti et al., 2013). Therefore, it is necessary to increase the role of the SME workforce in order to increase the productivity of SMEs.

The existence of several environmental issues is a very important factor for the development of SMEs. Companies, both on the micro, small and medium and large scale cause environmental problems, such as the presence of gas, liquid and solid waste pollution, so companies are obliged to participate in solving environmental problems (Agan et al., 2013). Therefore, to ensure business sustainability, it is necessary to introduce environmental and social aspects in the business framework (Kondoh et al., 2014). Environmental management in the business operational process (UKM) has a positive influence on the sustainability of SMEs in the short and long term (Zeng et al., 2011).

Workers as the main actors of SMEs need to understand environmental management as an aspect in order to increase business productivity. Green human resource management (Green HRM) is a tool that can be used to manage the SME workforce by involving environmental aspects. Currently, the management of the SME workforce does not involve environmental aspects, it still focuses on workforce competence (Ardiana and Subaedi,

2010), SME performance measurement (Lin and Lin, 2016) and innovation in SMEs (Gu et al., 2015). Green HRM is a workforce management system that is implemented to reduce negative impacts on the environment or increase positive environmental impacts on SME performance in a sustainable manner (Arulrajah et al., 2015). Green human resource management is the development of human resource management (HRM) which in Indonesia is known as human resource management, namely: a policy and practice that is needed by someone who carries out the aspects of people or recruitment, screening, training, reward, and assessment (Desler in Tiffani, 2013). HRM is the most important aspect in business management, through an innovative approach so as to improve the economy, technology, socio-culture and environment of the company (Cech et al., 2016). More than that, the demands of the economy, globalization, domestic diversity and technology have encouraged companies to make various management developments in the field of corporate human resources (Stone and Deadrick, 2015). But, on the other hand.

The results of the study (Wahyuni et al., 2015) show that the human resource aspect has a lower level of importance when compared to technology (technoware) in the process of technology adoption in SMEs. One form of development in the HRM field is by adding an environmental element, hereinafter known as green HRM, which facilitates employee involvement in environmental management, manifested in a joint commitment to change actions in order to support the organization in its efforts to implement environmental management (protection) (Pinzone et al., 2016). Green HRM is focused on systemic planning related to human resource management practices that are in accordance with organizational goals in environmental management (Millar et al., 2016). The implementation of green HRM is one form of effort to increase productivity and the commitment of companies (SMEs) in maintaining environmental sustainability. Several forms of green HRM implementation in companies are carried out through performance management, training, development, and learning, compensation and benefits and organizational culture (Jackson et al., 2011). More than that, the implementation of green HRM requires a strong commitment from management at the top level, through a form of comprehensive planning as a guideline by employees at the operational level (Fayyazi et al., 2015). With this, the implementation of green HRM will provide several benefits for the company, including: (1) improvement in the employee retention process, (2) improving the company's name in the general public, (3) getting better employees.

Although research on halal in the pharmaceutical world is starting to get attention, its existence is not yet maximized as can be understood based on the above chart. This condition is what motivates the authors to conduct this research with the title "Dynamics of Application of Halal Certification in Medicinal Products (Comparative Study of Islamic Law and Positive Law)".

II. Review of Literature

2.1 Green HRM in Human Resources Practices

To be able to implement the Green HRM concept in the organization, each organization can incorporate environmentally friendly concepts into the HRM functions. Opatha & Anton (2014) suggest that traditionally there are 18 HRM functions including job design, job analysis, human resource planning, recruitment, selection, recruitment, induction, performance evaluation, training and development, career management, compensation management, incentive management, welfare management, employee movement management, discipline management, health and safety management, labor relations management. Creating Green HRM practices can be done by involving the inclusion of

policies, procedures and practices that ensure employees behave in an environmentally friendly manner and employees have good performance. Meanwhile Cherian & Jelly (2012).

Implementation of environmentally friendly behavior in training is carried out to provide appropriate knowledge and skills about greening or friendly behavior for each employee through training programs specifically designed for reforestation (perron et al 2006, Daily et al 2007, Unnikrishnan & Hadge 2007, Sarkis et al. 2010, Opatha & Anton 2014). In addition, to conduct a tracking needs analysis to identify environmentally friendly training needs for employees. Implementation in Performance Evaluations, to evaluate work performance of employees in accordance with the criteria for environmentally friendly behavior (Mandip 2012).

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve an optimal result (Notoatmodjo in sulasmi, 2020). The development of human resources through the cultivation of achievement motivation is one of the contributions in improving the quality of human resources. (Werdhiastutie, 2020)

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve an optimal result (Notoatmodjo in Sulasmi, 2020). Human resources as labor or employees play an important role in improving productivity and achievement of predetermined objectives. Efforts to mobilize labor are an important task for agencies. In this case the agency should be able to do coaching on employees so that they want to perform work activities effectively and efficiently. (Ningsih, 2018).

2.2 Triple Bottom Line Theory

The triple bottom line theory gives that understanding if a company wants to maintain its survival, the company must pay attention to "3P". In addition to pursuing profit, companies must also pay attention to and be involved in fulfilling the welfare of the community (people) and contribute actively to preserving the environment (planet) (Wibisono 2007).

- a. Profit; Profit is the main and most important goal in every business activity. It is not surprising that the main focus of all activities within the company is to pursue profit and to increase the share price as high as possible. Because this is the most essential form of economic responsibility to the sabam holder. Activities that can be taken to boost profits include increasing productivity and carrying out cost efficiency. Increased productivity can be obtained by improving work management from simplifying processes, reducing inefficient activities, saving process and service time. Meanwhile, cost efficiency can be achieved if the company uses materials as economically as possible and cuts costs as low as possible.
- b. People (Community Stakeholders); People or the community are very important stakeholders for the company, because community support is very necessary for the existence, survival and development of the company. Therefore, companies need to be committed to striving to provide maximum benefits to the community. It is also necessary to realize that the company's operations have the potential to have an impact on the community. Therefore, the company needs to carry out various activities that can meet community needs.
- c. Planet (Environment); Planet or the environment is something that is related to all areas of human life, because all activities carried out by humans as living things are always related to the environment, for example drinking water, inhaled air and all equipment used, all of which come from the environment. However, the majority of humans still don't care about the surrounding environment. This is because there is no direct benefit that can be taken in it.

III. Research Methods

The research object used is SME types of processed food and beverages in the Bandung Regency area, with the research sample being SMEs with a minimum workforce of 5 people. The data collection method used was interviews conducted to obtain information. Interviews will be conducted with UKM managers, academics and local governments who hold policies related to SME development. Focus Group Discussion (FGD) which is conducted as a discussion media between researchers, UKM players, academics, and local government which aims to explore opinions about the suitability of the research result model. The questionnaire is a tool to determine the level of importance of each criterion in green HRM. The respondent respondents are experts who have competence in implementing green HRM, among others, academics who understand the green HRM concept. This study uses data processing techniques using AHP (Analytical Hierarchy Process) method. AHP is a decision-making method based on the weight of each criterion developed by Thomas L. Saaty in 1988 (Susihono, 2013). According to (Darmanto et al., 2014) AHP is carried out first by compiling a hierarchy of several complex / multi-factor problems so that problems will appear to be more structured and systematic in several fields of study. AHP has been widely used, such as determining the priority of technology components by giving weighting (Cahyono and Wahyuni, 2015), and determining the location which is considered as priority determination (Erbiyik et al., 2012).

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components by giving weighting (Cahyono and Wahyuni, 2015), and determining the location which is considered as priority determination (Erbiyik et al., 2012).

AHP calculation steps begin by formulating the criteria $C = \{C_j / j = 1, 2, \dots, n\}$. The scale of comparison (pairwise comparison) for n criteria arranged in a matrix A ($n \times n$) where a_{ij} ($i, j = 1, 2, \dots, n$) is the weight of each. Furthermore, each matrix is normalized to find the relative weight, which is called the eigenvector (w) and is related to the eigenvalue ($\lambda = \lambda_{\max}$) through the following equation:

$$A \cdot w = \lambda_{\max} \cdot w$$

The more consistent the answer, the value of λ_{\max} tends to be closer to n . Saaty (1980) has developed a consistency index to measure the consistency of judgment when making comparisons by formulating a consistency index (CI) as:

$$CI = \frac{\lambda_{\max} - n}{(n - 1)}$$

Index $CI = 0$ reflects "pairwise comparison" of perfectly consistent judgment. Then the CR (Consistency Ratio Index) index is developed which is defined as the CI ratio for a particular judgment with the CI of "random judgment". It's time has suggested that the CR should be below 10% (0.1) to show that the "value judgment" given is acceptable, and otherwise requires revision or review.

III. Result and Discussion

Retrieval of data obtained from the results of the questionnaire which is measured based on a comparison scale, according to (Jabbaur & Jabbaur, 2016) for the formulation of criteria that will be used in developing a green HRM implementation strategy based on several aspects including aspects of employee recruitment, performance evaluation, training and employee performance development. Evaluation, award, design and job description analysis containing green elements with the following conditions:

Table 1. Scale of comparison

Intensity of Interest	Definition	Information
1	Same Interests	Two activities contribute equally to a goal
2	One is more important than the other	One activity is more important than other activities, but the advantages are less convincing or not significant
5	Has essential importance	There is good evidence and logical criteria that one activity is more important than another
7	Importance is highlighted	One activity is more important than other activities if it can be proven conclusively
9	Has absolute importance	An activity expressly has the highest importance
2,4,6,8	The value between two interests	An agreement is needed to determine the level of importance

Source: ESCAP (1988b: 56)

Table 2. Criteria for green HRM

Criteria	Sub Criteria
Recruitment (R)	<ol style="list-style-type: none"> 1. Incorporate environmental elements into the company's recruitment strategy (R1) 2. Include environmental elements as one of the recruitment criteria (R2) 3. Communicating company policies / commitments to environmental sustainability during the recruitment process (R3) 4. Include elements of knowledge about the environment in job advertisements (R4) 5. Informing that the company will recruit prospective employees who have environmental management competencies (R5)
Selection (S1)	<ol style="list-style-type: none"> 1. Consider candidates who have an interest and concern for the environment (S1) 2. Asking questions related to environmental management during interviews with prospective employees (S2) 3. Having prospective employees who are aware of environmental management (S3) 4. Having prospective employees who have personally carried out environmental management (S4)
Training and development (PP)	<ol style="list-style-type: none"> 1. Developing employee skills and knowledge about environmental management through training (PP1) 2. Provide best practices on environmentally friendly activities (PP2) 3. Provide training to remind environmental awareness in each workforce (department of work) (PP3) 4. Providing environmental education programs for employees (PP4) 5. Provide training to employees so that they can turn the workspace into a green space (PP5) 6. Applying job rotation to train managers in understanding the environment (PP6) 7. Provide special training for reforestation activities for employees (PP7) 8. Conduct a needs analysis to define the types of training required for reforestation (PP8) 9. Conduct analysis and identification of training needs that can increase employee awareness of the environment (PP9) 10. Provide opportunities for everyone in the company to be trained in environmental management aspects (PP10)
Performance evaluation (PE)	<ol style="list-style-type: none"> 1. Establish an environmental management information system (EMIS) and environmental audit (PE1) 2. Integrate the goals and targets of environmental management in the company performance evaluation system (PE2) 3. Adhere to overall environmental performance standards (PE3) 4. Integrate elements of environmental performance into employee performance appraisals (PE4) 5. Setting goals, targets and environmental responsibilities (PE5) 6. Provide feedback to employees about environmental performance to improve employee performance (PE6) 7. Conduct evaluation / measurement of environmental performance for each employee (PE7)

Appreciation (P)	<ol style="list-style-type: none"> 1. Appreciate employee environmental performance (good, not good or very good) (P1) 2. Giving financial and financial awards to employees who have good environmental performance (P2) 3. Communicate or socialize environmental excellence generated by employees (P3) 4. Provide incentives for employees who behave in an environmentally friendly manner
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Source: Research by 2020

The questionnaire was distributed to two people who are experts in green HRM, with the criteria and sub criteria shown in Table 2 and the calculations using the AHP steps are shown in Table 3.

Table 3. Weighting results among green HRM sub criteria

Criteria	Sub Criteria	Priority Weights
R	R1	0,19
	R2	0,35
	R3	0,38*
	R4	0,04
	R5	0,04
S	S1	0,30
	S2	0,62*
	S3	0,04
	S4	0,04
PP	PP1	0,16*
	PP2	0,16*
	PP3	0,14
	PP4	0,05
	PP5	0,09
	PP6	0,07
	PP7	0,06
	PP8	0,09
	PP9	0,07
	PP10	0,07
PE	PE1	0,14
	PE2	0,05
	PE3	0,38*
	PE4	0,06
	PE5	0,21
	PE6	0,08
	PE7	0,08
P	P1	0,11
	P2	0,47*
	P3	0,25
	P4	0,17
G	G1	0,19
	G2	0,63*
	G3	0,13
	G4	0,05
GH	GH1	0,5*
	GH2	0,5*

Table 4. Weighting results between criteria

Criteria	Priority Weights
R	0,06
S	0,12
PP	0,26*
PE	0,24
P	0,04
G	0,14
GH	0,14

* the highest weight on each criterion

In Table 3 and Table 4, it can be seen that for the sub-criteria priority weights, there is the highest weight among other sub-criteria. The highest weight on these sub criteria is more important than other sub criteria.

1. Recruitment criteria, the highest weight is in sub criteria R3, which is to communicate the company's policy / commitment to environmental sustainability during the recruitment process.
2. The selection criteria, the highest weight is in the S2 sub-criteria, namely asking questions related to environmental management during interviews with prospective employees.
3. Training and development criteria, the highest weight is in the sub-criteria to develop employee skills and knowledge about environmental management through training (PP1) and providing best practices on environmentally friendly activities (PP2).
4. Performance evaluation criteria, the highest weight is in the sub-criteria to control the overall environmental performance standard.
5. The award criteria, the highest weight is in the sub-criteria of giving financial and non-financial awards to employees who have good environmental performance.
6. Green job criteria for design and analysis, the highest weight is on the sub-criteria to form a cross-departmental team to manage the company's environmental problems.
7. Green HRM criteria consist of 2 sub-criteria which have the same weight, namely including the number of employees and types of employees to implement the company's environmental management activity program and formulate a strategy to manage the environment, for example through environmental audits by experts

To be able to see a comparison between the criteria, it can be seen in Table 4, it can be concluded that from the 7 green HRM criteria that have been determined, the highest weight is on the training and development criteria. The priority level is indicated by the highest weight in the implementation of green HRM. The process of implementing green HRM in SMEs can be formulated by focusing on the highest value in each criterion. To be able to develop an implementation strategy, it is used on these priorities. In this stage, the strategy is formulated based on the green HRM criteria, namely:

1. Recruitment strategy: more focused on the operational process, where SMEs are expected to formulate a policy / commitment with the aim that these SMEs will implement the green HRM concept. In the policy / commitment, it is continued by observing the existence of several green concept considerations in the recruitment process of prospective workers.
2. Selection strategy: in the selection process as well as a decision making process in recruitment, it is expected that there will be a level of understanding of the green concept.
3. Strategies on training and development, this strategy is more directed by including in some of the training needed and conducting comparative studies in green HRM. This strategy aims to foster a positive impact on green HRM implementation on business sustainability.

4. The performance evaluation strategy is carried out by incorporating green elements in the SME performance evaluation process. The award strategy is implemented by designing awards in the form of finance for SME workers who have provided innovations in managing the business environment. The green job design strategy and analysis are carried out by including the green element in each job description of each employee. The green HRM strategy is implemented by considering the large number of employees in determining the form of activities that lead to the implementation of green HRM.

The strategies that have been described can be used as concrete strategic steps for SMEs in implementing the green concept in their business.

Based on the results of field observations, it appears that until now the level of understanding of SMEs in implementing the green HRM concept needs to be improved, although most SMEs have made various efforts in environmental management, for example by processing solid and liquid waste, conducting greening in locations around the business, but the process is carried out in the middle of the operational process. This means that the green concept has not been carried out in an integrated manner with the workforce management process starting from recruitment.

IV. Conclusion

The conclusion in this study shows that SMEs must be able to implement green HRM. This is supported by the role of SMEs which are very important for the development of the country's economy and the characteristics of SMEs that are labor intensive. The implementation of green HRM in SMEs is carried out in an organized manner starting from the recruitment process, selection, training and development, performance evaluation, awards, job descriptions of the workforce and workforce management based on the green concept. The process of implementing green HRM is necessary start with there is a policy / commitment the strong one from owner UKM to implement the concept.

In this study, the authors provide suggestions for further researchers who are expected to know the impact resulting from the implementation of green HRM on company performance to motivate SMEs in implementing the concept.

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