

**GREEN HUMAN RESOURCES MANAGEMENT IN ERA INDUSTRI 4.0
AT UNIVERSITY**

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Abstract

Improving the implementation of Green Human Resources Management requires a competitive advantage strategy to build a sustainable organization. This study aims to identify and identify GHRM practices and formulate a Green Human Resources Management strategy at the university associated with facing challenges in the industrial era 4.0.

The research paradigm used is postpositivistic case study method. The object of this research is several universities in Jakarta. Data collected using interviews and observations in the field. Analysis of data through reduction and drawing conclusions

The results of this study are the Strategy Framework on Green Human Resources Management at universities for business sustainability.

Keywords: University, Green Human Resource Management, Strategy, competitive advantage

INTRODUCTION

In our ever-changing world, all organizations try to compete so they can survive. One of the most important resources of an organization is human resources. Many human resource functions may have a positive impact on performance and strategically add value to the organization. Human resources have been recognized as a strategic tool for achieving profitability and sustainability of organizations including universities.

Green Human Resources management (GHRM) emerged as an impact of a business sustainability strategy focused on Green Performance. The implementation of GHRM is needed to support the sustainability of the organization through its activities so that it has an impact on environmental preservation, social welfare and economic improvement in the organization. Some functions in Green Human Resources Management relate to Green Talent Management, Green Performance Management, Green Training & Development, Green Employee Engagement, Green Reward Systems and Green Employee Separation.

Based on the phenomenon in the field there are still significant gaps in the practice of GHRM at the University. Weak commitment and support from top management to improve Human Resources (HR) to a more strategic role that focuses on the environment is an important obstacle. Another issue is how to equip HR with environmental competencies, empower employees, encourage accountability through corporate social responsibility and technology in every aspect

of HR at the university. Improving the implementation of Green Human Resources Management at the University requires a competitive advantage strategy to build a sustainable organization.

LITERATURE REVIEW

University

University is an education unit that organizes higher education. College students are called students, while college educators are called lecturers (Wikipedia). While the University is an institution of higher education and research, which provides academic degrees in various fields. A university provides undergraduate and postgraduate education. The word university comes from the Latin university magistrorum et scholarium, which means "community of teachers and academics." Within this University there are faculties. Faculties are part of universities that educate students in a particular field. For example, there are Faculty of Medicine and Faculty of Engineering So it can be analogized that the Faculty is a school, so that the University is a School that is divided into several schools in their respective fields.

Human Resources Management

Human Resource Management is a process consisting of four tasks to attract, develop, motivate and maintain human resources. DeCenzo and Robbins (2004). Whereas Yang & Lin (2009) emphasized that human resource management is a process consisting of training in six functions and development, performance evaluation, compensation, employee relations with staff, health safety, recruitment and selection.

Green Human Resources Management

Opatha & Anton (2014) stated that Green Human Resources Management is all activities in the development, implementation and maintenance of systems that aim to make employees of an organization have environmentally friendly behavior. While Renwick et al. (2008) state that the integration of corporate environmental management into human resource management is referred to as Green Human Resources Management. Whereas Jabbour et al. (2010) suggested that Green Human Resources Management refers to "all activities involved in the development, implementation and ongoing maintenance of a system that aims to make the organization's employees go green".

Based on some of the studies above, it can be concluded that Green Human Resources Management is a program, process, and Green Human Resources Management technique that is actually implemented in a company to reduce negative environmental impacts or improve the company's environmental performance.

Some Functions of Green Human Resources Management

1. Green Hiring

Green Hiring can be defined as the process of recruiting individuals with knowledge,

skills, approaches, and behaviors that identify with the environmental management system in an organization.

2. Green training and development

Green training & development educates and trains employees to master work methods that save energy, reduce waste, use environmental awareness in organizations, and provide opportunities to involve employees in solving environmental problems.

3. Green performance management

Green Performance Management is a process in which employees are asked to improve their professional skills that help achieve organizational goals and objectives in a better way.

4. Green compensation

Green compensation can be considered as a potential tool to support environmental activities in the organization. In accordance with a strategic approach to rewards and management, modern organizations develop reward systems to encourage environmentally friendly initiatives initiated by their employees

METHODOLOGY

This study uses qualitative methods to obtain the data needed in this study, a technique that will be used by researchers in in-depth interviews. In-depth interviews are a way to collect data or information by face to face with the informant to get complete and in-depth data. The sampling technique used by researchers for this study was purposive sampling and snowball sampling. Researchers choose certain people as informants who are considered to provide the necessary data. Furthermore, based on data or information obtained from previous samples, researchers can determine other samples that are considered to provide complete data. The researcher identified several key informants. The researchers will explore the reality of the informants to find out the Green Human Resource Management used at the university. To do this, researchers must be able to place themselves in the position of resources to get an understanding of the thought process from the resource person. In this way, researchers can find out the reconstruction and perspective of resource persons. In an effort to complete the data, researchers also conduct library research to obtain theoretical knowledge from the views and opinions of experts as a reference for analyzing existing problems.

Field data analysis was carried out with reference to the Milles and Huberman models. According to Miles and Huberman, 1984 (in Sugiyono, 2012: 246), activities in qualitative data analysis are carried out interactively and take place continuously until they are finished so that the data is saturated. Activities in data analysis are data education, data presentation and conclusion drawing. The details can be explained as follows:

1. Data reduction, which summarizes, chooses the main points, focuses on the important matters, looks for themes and patterns. Thus the reduced data will provide a clearer picture and make it easier for researchers to do further data collection and look for it when needed.

In reducing data, each researcher will be guided by the objectives to be achieved. The main objective of qualitative research is on the findings. Therefore, if researchers in conducting research find anything that is considered unfamiliar, unknown, does not yet have a pattern, that is precisely what researchers should be concerned about in reducing data.

2. Presentation of data, which presents data in the form of brief descriptions, charts, relationships between categories, flowcharts and the like. But the most often used to present data in qualitative research is the narrative text. Miles and Huberman (1984), suggested that in addition to narrative text, it can also be in the form of graphs, matrices, networking and charts.
3. Withdrawal of Conclusions, namely efforts to uncover the meaning of the data collected. From these data, conclusions that are tentative, vague, stiff and dubious will be obtained, so the conclusions need to be verified. Verification is done by looking back at the data reduction and data presentation so that the conclusions drawn are not distorted.

Some previous studies are Fabian Hecklau's research (2016) which states that to overcome the challenges of knowledge and competence associated with new technology and Industry 4.0 processes, a new strategic approach to holistic human resource management is needed. Lenny & Ahmad (2018) in their research proved that Human Resource Management Practices and Job Satisfaction influence the Organization of Citizen Behavior (OCB). Green Human Resources Management can also be a major business strategy for organizations (Ahmad, 2015).

DISCUSSION

1. Implementation Green Human Resources Management at University
Based on interviews with several key informants and observations at several universities, it was concluded that Green Human Resources Management was not optimally implemented. Some obstacles that arise include the unpreparedness of Human Resources. Associated with the concern of academicians on the environment which can also be called the Organization Citizenship Behavior for Environment (OCBE) consisting of Eco-initiative, Eco-civic engagement, and Eco-helping is also not optimal. Around 70% of key informants answered doubt whether the academics at their campus have implemented OCBE.
2. Framework Strategy about Green Human Resources Management at University
Nowadays the environment is an important aspect that is part of university business. Various green steps the University takes to integrate the environment with the management of the university's business so that it can be sustainable. Building a green business is no longer an image of the university but it is a must if the university wants to remain profitable and live long

The results of observations, interviews and literature studies obtained the concept of Green Human Management Management Strategy at the University as follows:

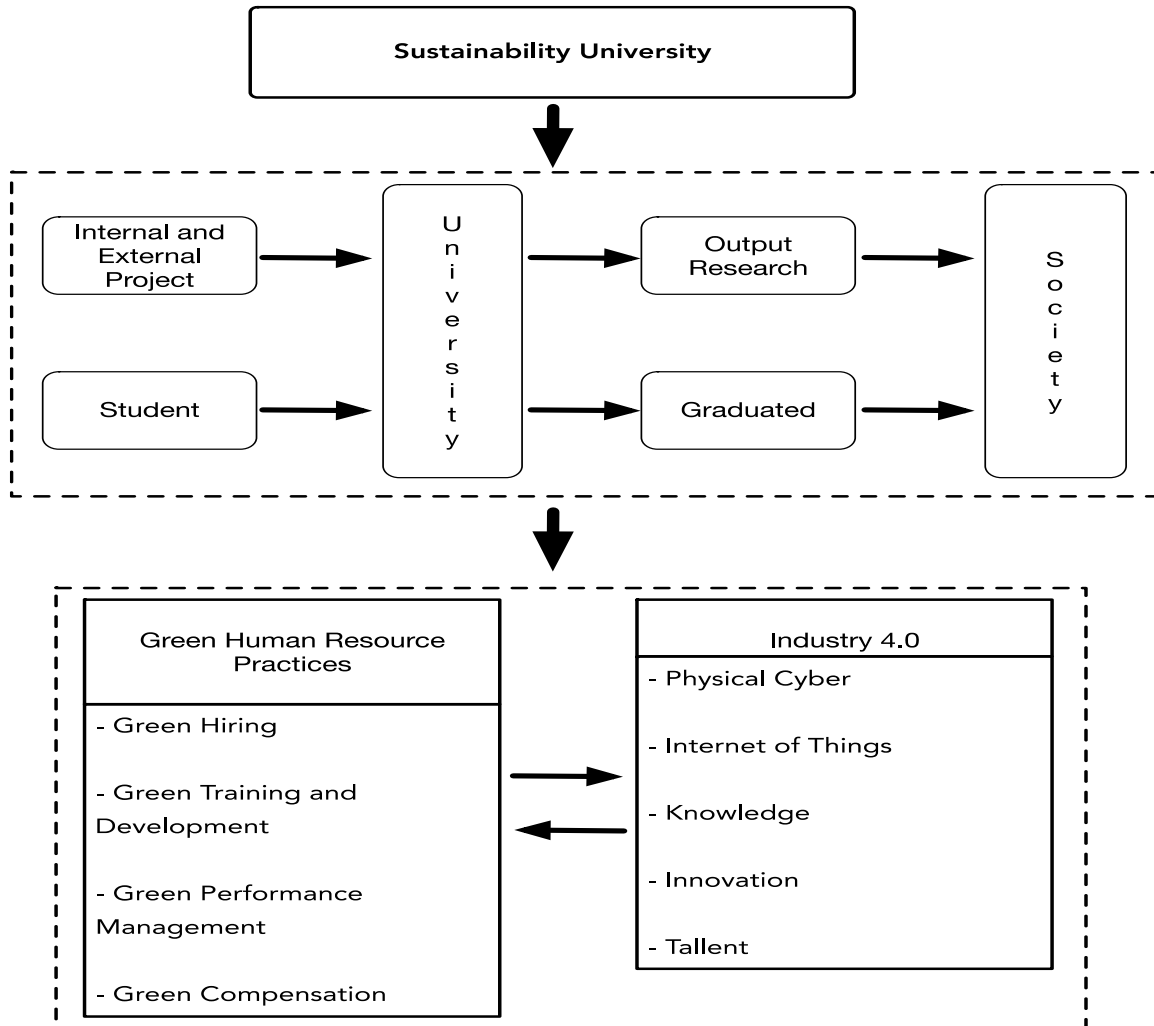


Figure 1. Strategy Image of Green Human Resources Management at the University

Related to the sustainability of universities, Universities in Indonesia must fulfill three aspects in order to realize the achievement of sustainable universities, namely:

- a) Economic sustainability;
 - Number of student admissions
 - The absorption of the budget for ATK in the form of HVS paper and plastic folders
- b) Environmental sustainability
 - Total use of HVS paper and plastic binder
 - Total realization of cooperation with domestic institutions in the form of community service programs
- c) Social sustainability
 - Implementation of applied research and community service based on environment

- CSR programs on master scholarship programs for teachers

These three aspects can be obtained through the development of sustainable tertiary institutions, which is manifested in the implementation of all Tri Dharma Higher Education program activities (Learning, Research and Community Service).

To achieve and fulfill the three aspects of sustainable tertiary institutions, universities need to be supported by internal and external factors as well as students. Internal factors of higher education are supported by facilities and infrastructure owned by the tertiary institutions. Because the better the facilities and facilities owned, the more expensive the cost of studying there. The Ideal College should be located in a quiet location, that is: away from vehicle noise or other noise. The Ideal College should be located in a convenient location, which is: safe from security disturbances and other disturbances. With this quiet and comfortable location, the soul becomes calmer, more comfortable and enjoys thinking and teaching and learning activities and can focus more on absorbing subject matter to the maximum. External factors are the support of all community members and also the government, including support from the Higher Education and Kopertis.

Student factor is a very important factor in higher education. Higher education should not only be a diploma issuer for graduates but have a moral responsibility as a place to prepare and prepare potential scholarship candidates both in quality and quantity, so that the graduates produced are truly qualified.

If carried out these two factors will produce quality research and graduates who are able to answer the challenges of the community in supporting the sustainability of higher education. The weak culture of research in tertiary institutions in Indonesia has made leading universities in Indonesia unable to compete at regional or international levels. For this reason, research and communication networks and information sharing between universities in Indonesia need to be established and developed. Planning into the future becomes a visionary university, and not creating a prospective servant degree, but a scholar who has a high selling skill value and an entrepreneurial spirit. Some functions of Green Human Resources Management that can be developed within the university include

1. Green Hiring
 - a. Acceptance priority for environmentally conscious candidates
 - b. Use the online recruitment system
2. Green Training and Development
 - a. Induction which emphasizes environmental problems
 - b. Training material available online
 - c. Conduct training on environment management
3. Green Performance Management
 - a. Employees know the target to contribute to environmental management
 - b. Environmental indicators in performance appraisal
 - c. The company provides feedback on the results of performance appraisal

- d. The existence of a programmed performance appraisal system
- 4. Green Compensation
 - a. Reward system which is associated with Green Performance
 - b. Reward for achieving environmental performance
 - c. The existence of a programmed compensation system

In order to face the industrial era 4.0, universities need to improve and develop systems of innovation, information, technology, knowledge management and talent management to optimize university performance.

Talent Management related to:

- 1. Employee Retention
 - Organizational Components
 - Design tasks and work
- 2. Talent Acquisition
 - Recruitment Process
 - Talent Attraction
- 3. Talent Development
 - Training and Development
 - Career Development
- 4. Compensation strategies
 - Reward System
 - Compensation and Benefit Provided
- 5. Succession Planning
 - HR Planning
 - Career Management
 - Performance Management
 - Management Involvement

CONCLUSION

Green Human Resources Management has not been maximally implemented at universities, resulting in the low Employee Green Behavior and Organization Citizenship Behavior for Environment. Some obstacles that arise are, among others, due to the unpreparedness of Human Resources related to the implementation of Green Human Resources Management. The university needs to make a Strategy about Green Human Resources Management that is related to the challenges of the industry era 4.0 so that it focuses on the development of technology and information, knowledge management and talent management so that university sustainability is achieved.

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