GREEN HUMAN RESOURCES MANAGEMENT TO SUPPORT CORPORATE SUSTAINABILITY BUSINESS IN FACILITY MANAGEMENT CONSULTANT SERVICES COMPANIES

Werdiningsih[1] and Lenny C. Nawangsari[2]

[12]Master of Management, Faculty of Economics and Business,
Mercu Buana University

ABSTRACT

In the current era of globalization, competition in the business world is not just about how to increase sales of goods or services traded by companies but also includes how companies make efforts to implement green human resources management (GHRM) in fulfilling the company's commitment to sustainable business. will come as the company's efforts to implement sustainability mechanisms. Therefore, it is important to understand that this sustainability process should be implemented more optimally in companies with good implementation of green human resources management. This research took sample locations from facility management consulting services companies implementing GHRM and sustainability efforts in their business strategies. The type of research carried out is qualitative research using a post-positivism paradigm. This paradigm is a method of viewing that causes (causative factors) are very likely to determine the consequences or final results of phenomena that occur in the company. The data analysis process in this research used the NVivo 12 Plus application. The final result of this research is to find out how the implementation of GHRM can support corporate sustainability, find out the main causes of GHRM not optimally supporting corporate sustainability in companies, and find an effective model concept in implementing GHRM so that it supports corporate sustainability in facility management consulting service companies.

KEYWORDS: Green Human Resources Management, Corporate Sustainability, Concept Model.

INTRODUCTION

Environmental responsibility has received significant attention over the past few decades. The increasingly rapid increase in industrial activities accompanied by extraordinary advances in technology has led to an increase in the use of natural resources, and energy sources, and increased waste produced without regard for the natural environment. Seeing and feeling this condition, now companies and all stakeholders must start to move and care about the environment. Every company, regardless of the type of business, has a big contribution to improving society and the environment, in addition to the financial benefits it achieves. Every policy made by the company must be oriented towards the interests of stakeholders (all parties involved and affected by the activities carried out by the company) rather than the interests of shareholders (shareholders).

In the practice of implementing green management, companies carry out innovations or breakthroughs, where every policy issued is oriented towards the environment and natural surroundings. Companies that implement green management not only preserve the natural environment but also preserve the life of the company (Imaningsih, Nawangsari, Saratian, & Wibowo, 2022). On the other hand, sustainability emphasizes not only the efficient allocation of resources over time but also the fair distribution of resources between current and future generations. Therefore, in carrying out sustainability, it is necessary to understand changes in environmental and economic activities which will most likely make new decisions that are more fair, democratic, and participatory (Gray & Milne, 2022). Most companies differ in how they approach their role in contributing to sustainable development goals. Therefore, the question arises as to how various factors help explain variations in corporate sustainability. PT Kreasi Sukses Gemilang, which has a sustainability commitment to the sustainability of its business, has also implemented several things to reduce the environmental impact, such as the use of technology in carrying out its activities, such as implementing a paperless policy in the selection and recruitment process, training and carrying out job appraisals, where previously many of these activities used paper.

Apart from that, as a corporate target, PT Kreasi Sukses Gemilang also has a commitment to sustainability in the future to achieve Net Zero Carbon emissions by 2040 in all the company's operational areas, including client locations that it manages globally. However, several obstacles in implementation prevent the implementation of GHRM from running optimally. Based on this background, an overview of the problems studied to obtain a clear implementation of the role of GHRM in supporting corporate sustainability business in facility management consulting services companies is identified in the following formulation:

1) How is GHRM implemented to support corporate sustainability business at PT Kreasi Sukses Gemilang?
2) Why has the implementation of GHRM not supported increasing corporate sustainability?
3) What is the GHRM model concept that effectively increases corporate sustainability for PT Kreasi Sukses Gemilang?

This qualitative research was then analyzed using NVivo 12 Plus to determine the relationship between variables that support the successful implementation of GHRM in supporting the corporate sustainability business of facility management consulting services companies and to find the right

model concept to be applied to facility management services companies, especially at PT Kreasi Sukses Gemilang.

LITERATURE REVIEW

Corporate sustainability can be interpreted as the transfer of business strategies and activities that influence the needs of stakeholders in the company while continuing to support, maintain, and improve human resources (HR) and nature that will be needed in the future (Utami, 2020). Corporate sustainability has become a key component of a successful business strategically and operationally. One of the definitions of sustainability that is most widely used in business practice is the triple-bottom-line (TBL) approach, which shows the company's contribution to environmental, social, and economic performance (Budsaratragon & Jitmaneero, 2019). Sutawijaya and Nawangsari (2020) explain three important points of the triple bottom-line theory which proposes that business goals cannot be separated from the society and environment in which they operate. While short-term economic gains can be pursued, failure to take into account the social and environmental impacts of these efforts is believed to make such business practices unsustainable. Corporate sustainability can be measured through composite indicators that include environmental, social, corporate governance, and economic measurements, where one way to assess corporate sustainability is through the Complex Performance Indicator (CPI). (Sutawijaya, Nawangsari, Dudi, Indra Siswanti, & Aditya).

Green Human Resources Management is the sustainable management of human resources by paying attention to environmental aspects to preserve nature in company management (Nawangsari & (Nawangsari & Wardhani, 2022). GHRM can also be interpreted as an innovative approach to the performance and function of HR in an organization, where environmental context is the basis of all initiatives undertaken. GHRM is also expressed as the involvement of all activities in the development, implementation, and maintenance of sustainable systems aimed at making an organization's employees environmentally friendly (Owino & Kwasira, 2016). GHRM refers to policies, practices, and systems that make the organization's employees green for the benefit of individuals, society, the natural environment, and business. Implementation of GHRM practices to promote sustainable use of resources, which prioritizes environmental conservation in general and will increase employee awareness and commitment to management issues (Opatra & Arulrajah, 2014).

Several steps that organizations can implement to improve GHRM include the green recruitment & selection process, green training, green reward & compensation, and green performance appraisal. Since recruitment and selection play an important role in hiring employees, green initiatives must be well integrated at this stage. Doing so will help ensure that candidates who are willing to join will be able to take environmentally friendly initiatives when accepted or hired by the company. To increase the attractiveness of recruitment and selection for prospective employees who are increasingly environmentally conscious (Ehnert, 2009), organizations must build a reputation inspired by the idea that the organization is responsive to the environment (Kapil, 2015, Guerci et al, 2016).

Green training is one of GHRM's main methods in developing support for sustainability initiatives (Daily et al., 2007; Brio et. Al, 2008; Jabbour, 2013). The most significant impact on environmental awareness among employees is through green training. Green compensation can take the form of cash-based rewards (bonuses, cash, premiums), non-cash-based rewards (long leave, holidays, prizes), recognition-based rewards (awards, appreciation, publicity, roles, externals, plaques), and positive rewards for feedback (Renwick et all., 2013). Organizations can also use green rewards management practices by linking participation in green initiatives with promotions or career advancement by providing incentives to encourage environmentally friendly practices such as recycling and waste management. (Jabbar & Abid 2014; Prasad, 2013).

From a green perspective, green performance appraisal refers to assessing and recording employees' environmental performance throughout their career at a company and providing feedback on employee performance to prevent undesirable attitudes or reinforce exemplary behavior. (Jabbour, Santos, & Nagano, 2010).

RESEARCH METHODS

This research uses a descriptive qualitative analysis method, which is carried out by describing the facts collected and then carrying out the analysis process using NVivo 12 Plus. The data sources used as references are various implementation studies regarding the practice of implementing GHRM and corporate sustainability business in facility management consulting services companies based on sampling determined by researchers. Respondents in this study came from internal employees of PT Kreasi Sukses Gemilang with backgrounds that were employees who were related to GHRM practices themselves, consisting of positions that had the capacity as decision makers or decision implementers, and of course, were willing to be interviewed to become respondents in the data collection process. . Based on these criteria, there are 4 (four) respondents who are key informants for this research, namely: Senior Director, Country HR Advisory, Account Manager, Employees who are directly involved in management practices which are the object of research.

The data collection technique used is through documentation techniques and interviews with key informants. An interview protocol containing questions regarding the implementation of GHRM and corporate business sustainability was used as a guide so that the research process was truly focused on its objectives. All the results of the informant's answers are included in the interview transcript for further analysis using the Miles and Huberman model (Sugiyono, 2015), namely data reduction, data presentation and conclusion drawing which aims to maintain data accuracy and data validity (trustworthiness) when going through a significant triangulation examination process. Others and triangulation methods. For the validity of the research data, after obtaining all the interview results from the informants, a cross-check was carried out using credibility criteria, namely: member checking or in other words checking the validity of the interview data with the informants, and asking for expert opinions from operational practitioners, namely the Senior Director.

RESULT AND DISCUSSION

As a company operating in the field of facility management consulting services, PT Kreasi Sukses Gemilang (KSG) places its human resources as one of the main pillars to support the company's

operational performance. KSG always pays attention to the continuity of the HR management program so that it can run in line with the company's vision and mission and is expected to improve the quality of its human resources to support business continuity. There are at least 6 (six) HR stages in KSG's internal activities, namely attracting, utilizing, developing, rewarding, maintaining, and terminating.

From an external perspective, the business challenges that KSG must always pay attention to our efforts to achieve company goals that have a sustainable impact on the business itself in the eyes of customers. This is because customer satisfaction is the main factor and is very valuable as the main key to the sustainability of KSG's business. One of the efforts made by KSG is to provide training to all employees accompanied by measuring customer satisfaction through customer surveys. It is hoped that the results of this survey can provide input on the service performance provided by KSG's human resources in terms of services in the field of facility management as well as periodic equipment maintenance services that can support operational activities at customer locations. On this basis, KSG continues to innovate and maintain its services so that it can continue to add service value to customers, especially innovations that are environmentally friendly and ensure the sustainability of the business ecosystem.

In general, this research process takes the form of qualitative or post-positivism research, with the consideration of looking at social phenomena that occur as systematic symptoms in facility management consulting services companies, especially at KSG. To obtain data, direct observations, and interviews were carried out with informants who were related to the research topic. The research began by selecting respondents within the KSG internally, then conducting discussions and questions and answers or interviews with these key informants. The profiles of key informants are internal KSG employees, who occupy positions related to the research topic, have competencies appropriate to the research topic, and are willing to be respondents in the research. 4 (four) Positions were selected that fit the above criteria, namely Senior Director, Country HR Advisory, Account Management, and internal employees.

The next step after determining the key informants is to conduct an interview session based on an interview protocol that has been prepared previously and adapted to the research objectives to be sought. After collecting interview data, the researcher confirmed the correlation between the answers of the key informants to see the level of linearity. In accordance with the principles of qualitative research based on Miles and Huberman, if there are respondents' answers that are outside the focus of the research and are deemed irrelevant to the research objectives, then the data will be reduced. By using NVvivo 12 Plus, the interview transcript sheets from key informants at KSG have a Pearson correlation coefficient level as shown in the following figure:

### Figure 1. Correlation Coefficient of Informant Answers.

File A	File B	Pearson correlation coefficient
Files\\Wawancara Informan 2	Files\\Wawancara Informan 1	0,812263
Files\\Wawancara Informan 4	Files\\Wawancara Informan 2	0,778386
Files\\Wawancara Informan 3	Files\\Wawancara Informan 2	0,774384
Files\\Wawancara Informan 4	Files\\Wawancara Informan 1	0,738794
Files\\Wawancara Informan 4	Files\\Wawancara Informan 3	0,715701
Files\\Wawancara Informan 3	Files\\Wawancara Informan 1	0,705457

Source: Data withdrawal results on NVivo 12 Plus

Based on the picture above, it can be seen that the similarity and relationship between the sources' answers has a Pearson correlation point > 0.70 (fair to excellent). This means that the researcher concludes that all answers from key informants will be processed for the next stage because they have a level of linearity and focus that is similar to the aim or topic of this research. Following the Miles and Huberman principle at the data reduction stage, this means that no answers from informants were discarded. Next, the researcher compared the answers between key informants for each question that had been asked on the interview protocol sheet as a form of triangulation of significant others. From this data, the researcher drew temporary conclusions in the form of main keywords for each question asked to the key informants. The highest number of answers from each key informant will be taken and used as the final answer for each question.

The researcher then continued to the next stage, namely by categorizing the data based on the words that appeared most frequently in the answers of key informants. Next, using NVivo 12 Plus, researchers analyzed the data collection so that they were able to answer the problem formulation that was the aim of the research. In this process, researchers form data categorization based on the concepts that appear in the data, compare concepts or data categories, and reunite all concepts and data categories that are related to each other. Ultimately, this process will stop when researchers no longer find new concepts in the data. Researchers carried out data reduction by looking at the most frequently discussed topics from all the data that had been imported into Nvivo 12 Plus. Based on search results using the Word Frequency Query feature from imported data sources, the word sustainability is the word with the highest frequency, namely 2.50% of all research data sources, followed by the words company (1.50%), training (1.37%), corporate (0.52%), and appraisal (0.48%) from all research resources. The following image shows the search results for the words most frequently discussed during the interview session:

Figure 2. Summary of the Percentage of Most Frequently Discussed Words
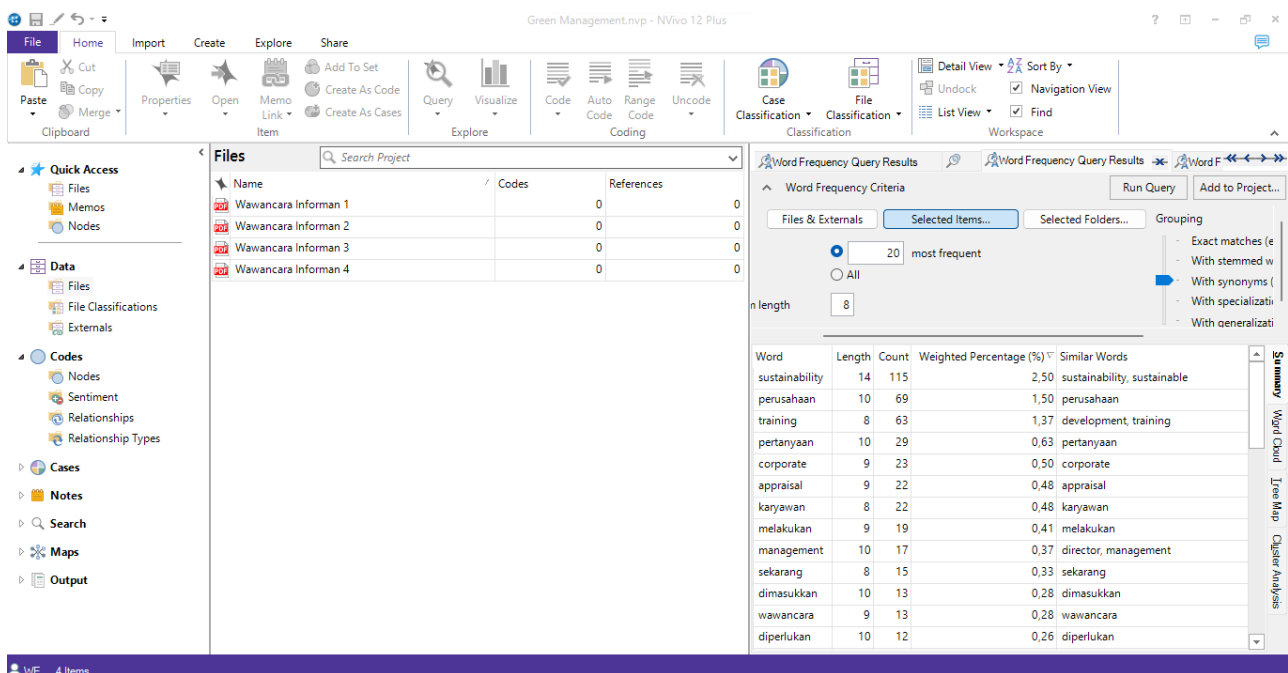
Source: Data processed by researchers

To understand the use of these words from various research data sources, researchers used the Text Search Query feature. Furthermore, researchers want to understand the use of the words "sustainability", "company", "training", "corporate" and "appraisal". From the results of data collection using the word tree feature, information was obtained that the word sustainability, which is the main topic of this research, is correlated with corporate green management processes which are implemented with activities such as training, recruitment, implementation of job appraisals and are also related to detailed job descriptions. Must be clarified. Apart from that, the word company has a correlation with the initiatives or strategies or efforts that have been made by the company in implementing green management such as green training, corporate sustainability programs with customers, as well as sustainability targets that have been launched by the company to be included in performance assessments (jobs). appraisal).

From the word training, it seems that this word has a close relationship with the details of green training activities that have been implemented, such as the implementation of online training, both for training held internally through the My Learning program and external training which can be accessed via LinkedIn. However, some words correlate with training but reflect the weakness of the company's efforts to implement green training, namely the absence of measurable training targets for all roles in the company's organizational structure. This is in line with previous research conducted by Mousa and Othman (2019) which stated that the most influential GHRM practices are green recruitment and green training. Apart from that, GHRM also has a positive effect on sustainability performance. From the word corporate, researchers conclude the word tree, that there is an important role for Top Management in the successful implementation of corporate sustainability. This important role refers to establishing a sustainability commitment to the Net Zero

Carbon target for the company and also for customers. From the word appraisal, the word tree results show a correlation that the implementation of job appraisal is still not optimally implemented for all levels of employees at KSG. Currently, only certain positions in the company have questions related to sustainability points so not all employees are exposed to the concept of sustainability evenly.

Thus, a picture can be drawn that the implementation of GHRM in facility management consulting services companies, especially in KSG, has been carried out well. This is proven by the results of data collection on the word frequency search and word tree features in the NVivo 12 Plus application, which concludes that GHRM practices have been carried out at KSG to support the company's corporate sustainability. This is in line with previous research conducted by Jamal et al (2021) which stated that GHRM practices support the achievement of corporate sustainability. However, several things in implementation make GHRM practices not optimal, including:

1) There is no uniform performance target related to sustainability points which are used as a benchmark for employee success when implementing performance measurements. Sustainability performance targets have only been placed on certain positions.
2) The sustainability commitment set by Top Management is only partially implemented for both internal employees and external customers. This makes real evidence of the company's determination to be actively involved in realizing corporate sustainability still questionable.

Finally, based on the results of the analysis of all key informant answers analyzed using NVivo 12 Plus, according to the data reduction process, data display, and conclusion, the concept of the GHRM model can be applied to support corporate sustainability business at the facility management consulting services company PT Kreasi Sukes Gemilang can be seen in the following image:

Figure 3. GHRM Implementation Model Concept to Support Corporate Sustainability Business of Facility Management Consultant Services Companies
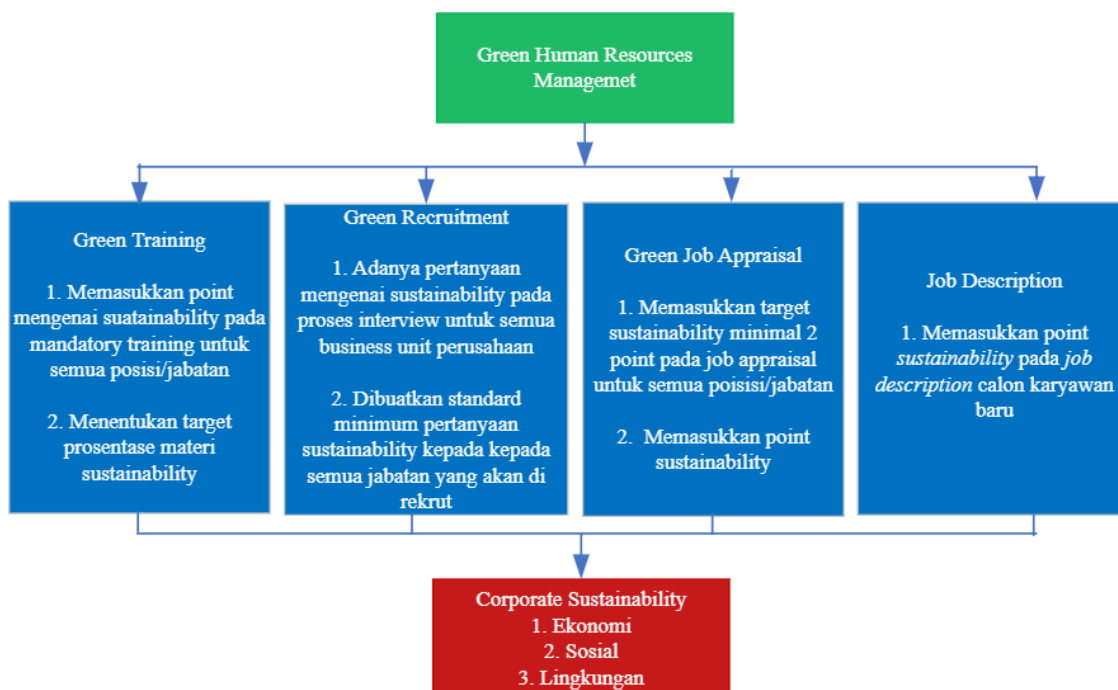
Source: Data processed by researchers

The model concept image above shows that GHRM's role is through implementing: 1) green training, namely including points or material regarding sustainability in mandatory training for employees at all levels of position and determining training achievement targets on sustainability material, 2) green recruitment, namely providing questions interviews for sustainability topics in the interview process for prospective new employees for all business units in the company and creating a minimum standard of sustainability questions for all positions to be recruited, 3) green job appraisal, namely including a sustainability target of at least 2 target points in the job appraisal for all positions position in the company and 4) green job description, namely by including sustainability points in the detailed job description of each employee, it is hoped that this can support the realization of corporate sustainability business targets that the company wants to achieve from an economic, social and environmental perspective. This is in line with previous research conducted by Sheikh, Islam and Rahman (2019) which stated that the implementation of GHRM results in productivity, cost efficiency and employee retention. Apart from that, GHRM can also make a significant contribution to reducing environmental impacts; in line with the KSG target of net zero carbon.

CONCLUSIONS

Based on research regarding the implementation of GHRM to support corporate sustainability business at facility management consulting services companies in KSG, researchers can draw several conclusions as follows:

1) The implementation of GHRM that has been implemented at the KSG Company has been running even though it is not yet optimal. The success of implementing GHRM is proven by the commitment of Top Management to providing training targets in the form of sustainability points even though it has only been implemented at several position levels.
2) Several factors cause the implementation of GHRM which supports the realization of corporate sustainability at KSG to not be optimal, namely that the recruitment, training, and performance assessment processes do not include points or targets regarding the achievement of sustainability itself. Therefore, it is necessary to equalize corporate sustainability targets for every activity related to recruitment, training, and performance appraisal and also include them in job descriptions and be approved by Top Management. Previous research conducted by Siburian & Sugiarto (2022) also supports this statement that implementing GHRM requires a strong commitment from both top and bottom-level management.
3) The successful implementation of GHRM to support the achievement of sustainability targets needs to be supported in every element of GHRM itself so that the company's aspirations can be achieved from an economic, social, and environmental perspective. Likewise, research conducted by Zurnali & Sujanto (2020) shows that implementing GHRM helps companies to implement green environmental performance programs, including conducting employee training, recruiting workers, and holding environmentally friendly training.

This research has limitations in collecting respondent data because the research was conducted only at a facility management consulting services company, namely PT Kreasi Sukses Gemilang, so the data taken was only based on data held by the KSG company. Apart from that, of all the key informants available at the company, only 4 (four) people were willing to be research respondents, so for further research, it is hoped that research can be carried out on all employees at the KSG

company or other similar companies to get a deeper view. broad regarding forms of GHRM implementation that can support corporate business sustainability. Based on this, the author suggests that for future research, further research can be carried out as a form of proof regarding the model concept that has been found from this research.

THANK YOU NOTE

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