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The Strategy for Developing Green Human Capital and Organizational Culture to Support Corporate Sustainability

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ABSTRACT

Objectives: Corporate sustainability is a major challenge in the healthcare sector, especially in managing human resources and Organization Culture that supports sustainability strategies. PT Bundamedik Tbk faces challenges in ensuring that the sustainability strategies implemented can be sustainable in the long term. Therefore, this study aims to analyze the development strategy of Green Human Capital and Organization Culture in supporting Corporate Sustainability at PT Bundamedik Tbk, as well as exploring how companies can integrate sustainability principles into human resource management and Organization Culture.

Methodology: This study is using qualitative approach with a case study method. Data were collected through in-depth interviews with key informants consisting of top management, department heads, and employees directly involved in the implementation of sustainability programs. In addition, observations were made in the work environment and analysis of company documents, including HR policies, sustainability reports, and standard operating procedures related to sustainability.

Finding: The results of the study show that PT Bundamedik Tbk has implemented the Green Human Capital strategy through various initiatives, including environmentally-based recruitment, systematic sustainability training, a reward system for employees who contribute to green programs, and employee involvement in various environmental initiatives such as waste management and energy efficiency. In

Conclusion: The success of this strategy depends on consistency in policy implementation, active involvement from all levels of the organization, and leadership support in driving sustainability. The results of this study provide recommendations for PT Bundamedik Tbk to improve the effectiveness of sustainability strategies through increasing HR capacity, integrating sustainability into HR policies, and optimizing budgets for green initiatives. These findings can also be a reference for other companies in implementing sustainability strategies based on Green Human Capital and Organization Culture to achieve Corporate Sustainability more effectively.

Keywords: Green Human Capital; Organizational Culture; Corporate Sustainability; NVivo; Case study

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INTRODUCTION

Environmental responsibility has been under scrutiny and a growing concern for some time. Climate change and the energy crisis have impacted global warming and become a major

concern for the international community, including Indonesia. This global issue, as environmental issues continue to evolve and lead to various natural disasters worldwide, has become a major focus of attention (Ahmad et al., 2023). Recent decades have seen increasing efforts by developed countries and the active participation of developing countries in supporting environmental sustainability. This action stems from the fact that ongoing environmental problems remain an obstacle to economic development and continue to harm people's live

Indonesia is one of 20 countries vulnerable to the impacts of climate change, according to the 2019 German watch Index of Global Climate Risks. In 2022, the Environmental Performance Index (EPI), published by Yale and Columbia Universities, analyzed the environmental performance of 180 countries, ranking Indonesia 164th. This indicates that Indonesia currently faces threats caused by climate change and inadequate environmental performance, both of which contribute to the decline in air quality in the country. According to (Vázquez – Brust et al., 2023), there is an urgent need to address this situation, and there is substantial potential in environmental protection to mitigate further problems.

Minister of State for the Environment Regulation Number 11 of 2006 concerning Types of Business Plans and/or Activities that Must Be Complemented by an Environmental Impact Analysis. Companies that implement environmental sustainability develop a green organizational image and are often perceived as environmentally responsible. Having an environmentally friendly workforce is crucial to achieving environmental goals because pro-environmental employee attitudes and behaviors determine environmental performance. Corporate sustainability has become a major issue in the modern business world, especially in the healthcare industry which has a significant environmental impact. PT Bundamedik Tbk, as a healthcare provider, faces challenges in balancing business operations with sustainability practices that are oriented towards resource efficiency, waste management, and corporate social responsibility. To face this challenge, an effective strategy is needed in managing human resources and establishing an Organization Culture that supports corporate sustainability. In recent decades, organizations across industries have begun to adopt the concept of Green Human Capital as an effort to create an environmentally conscious workforce.

Green Human Capital refers to the competencies, values, and pro-environmental attitudes possessed by employees and implemented in company operations. However, in many companies, the management of Green Human Capital is still not optimal, including at PT Bundamedik Tbk. Therefore, this study aims to explore the strategy for developing Green Human Capital and how Organization Culture can contribute to supporting Corporate Sustainability. Corporate sustainability in the context of PT Bundamedik Tbk covers various aspects, ranging from energy efficiency, reducing medical waste, to increasing employee involvement in sustainability initiatives. Some of the initiatives that have been carried out by the company include the use of an environmental management system, sustainability training for employees, and the implementation of environmentally friendly policies in daily operations. However, the effectiveness of this strategy still requires further analysis to ensure optimal sustainability.

Previous studies have shown that companies implementing sustainability-based Green Human Capital and Organization Culture strategies tend to have better business performance in the long term. Several empirical studies have shown that employee involvement in sustainability programs contributes to increased operational efficiency and strengthened corporate reputation.

Therefore, this study uses a qualitative case study approach to explore how PT Bundamedik Tbk can further optimize its sustainability strategy.

Research Gap Based on Previous Studies

Although many studies have been conducted on Green Human Capital and Organizational Culture in supporting corporate sustainability, there is still a lack of understanding on how these concepts are implemented specifically in the healthcare industry. Most of the existing studies focus more on the manufacturing or technology sectors, while the healthcare sector has unique challenges related to human resource management and compliance with environmental regulations. Therefore, this study aims to fill this gap by providing deeper insights into the implementation of Green Human Capital and Organizational Culture at PT Bundamedik Tbk. Based on the problems and research gaps that have been identified, this study focuses on two main variables, namely: (1) Green Human Capital, which includes aspects of environmentally based recruitment, sustainability training, and green reward systems; and (2) Organization Culture, which includes pro-environmental values, sustainability leadership, internal communication, and strengthening green culture programs. By examining these two variables, this study is expected to provide strategic recommendations for PT Bundamedik Tbk in improving Corporate Sustainability.

With an in-depth analysis of the development of Green Human Capital and Organization Culture, this research is expected to contribute to companies in building more effective and sustainable sustainability strategies.

LITERATURE REVIEW

- 1. Review of Current Knowledge and Identification of Relevant Theories.** Research on Green Human Capital and Organization Culture in supporting sustainability has become a concern in recent decades. Green Human Capital is defined as the competencies and values possessed by employees in supporting the sustainability of the company (Renwick et al., 2013). The theory that supports this concept is the Resource-Based View (Barney, 1991) which emphasizes that environmentally oriented human resources can be a competitive advantage for the company. In addition, Schein's Organization Culture theory (2010) explains that the success of implementing sustainability is highly dependent on the values and norms applied in the organization.
- 2. State-of-the-Art in This Research.** Research on Green Human Capital has evolved from an early approach that focused more on environmental policies to a holistic strategy that includes training, green recruitment, and employee engagement in sustainability practices (Jabbour, 2015). Several recent studies have shown that companies that implement a culture of sustainability have better financial performance and reputation than those that do not (Gholami et al., 2016). Therefore, this study aims to bridge the gap in previous studies by providing a deeper understanding of how Green Human Capital and Organizational Culture strategies can be effectively implemented in the healthcare industry.
- 3. Relevant Publications and Analysis of Research Variables.** In the context of this research, the main variables studied are:
 - a. Green Human Capital:** Including environmental training, sustainability-based recruitment, and green reward systems.

- b. Organization Culture: Includes transformational leadership, pro-environmental values, and internal communications that support sustainability.
- c. Corporate Sustainability: Defined as a company's efforts to integrate economic, social and environmental aspects into its business strategy (Elkington, 1997).

4. Research Hypothesis.

Based on the literature review, this study proposes the following hypotheses:

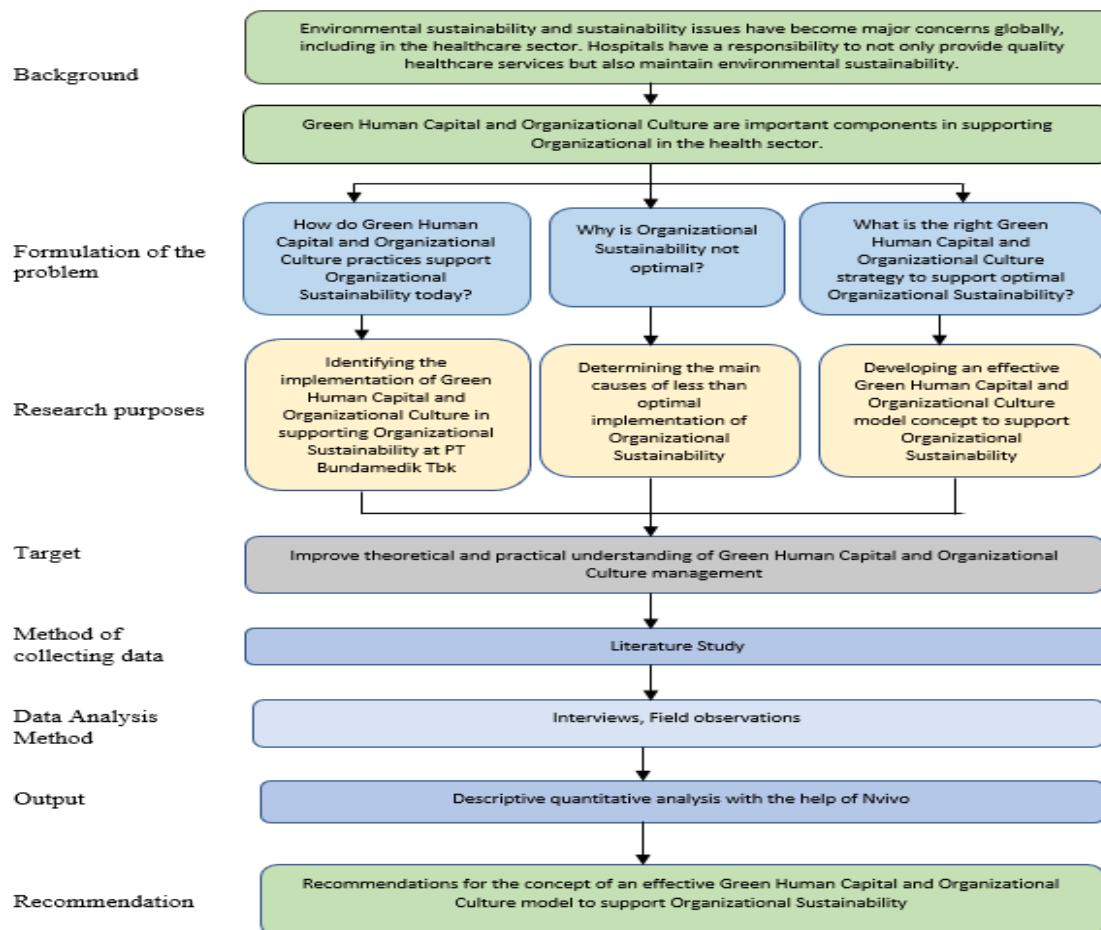
- a. H1: Green Human Capital development has a positive influence on corporate sustainability.
- b. H2: Organizational Culture that supports sustainability contributes significantly to Corporate Sustainability.
- c. H3: Integration between Green Human Capital and Organization Culture increases the effectiveness of corporate sustainability strategies.

5. Theoretical Framework. Based on previous research and the variables studied, this study uses the following theoretical framework:

- a. Resource-Based View Theory – Explains that human resources with environmental awareness can become a sustainable competitive advantage.
- b. Organization Culture Theory (Schein, 2010) – Emphasizes that a strong Organization Culture can shape employee behavior in supporting sustainability.
- c. Triple Bottom Line Theory (Elkington, 1997) – States that sustainability must include a balance between economic benefits, social impacts, and environmental sustainability.

Thus, this literature review provides a strong basis for this research in exploring the relationship between Green Human Capital, Organization Culture, and Corporate Sustainability.

6. Conceptual framework



METHOD

This study uses a qualitative approach with a case study method to explore how Green Human Capital and Organization Culture strategies can support corporate sustainability. Qualitative research methods are chosen because they allow researchers to gain an in-depth understanding of individual experiences, behaviors, and perspectives in a broader context. This study focuses on PT Bundamedik Tbk as the object of research with the aim of understanding the implementation of sustainability from the aspects of human resources and Organization Culture.

1. Research Design

This study uses a post-positivism approach, which recognizes that social reality can be constructed through various individual perspectives and experiences. Thus, this study seeks to understand the sustainability phenomenon from the perspective of employees and company management.

2. Location and Subject of Research

This research was conducted at PT Bundamedik Tbk, a company engaged in the health service sector that has implemented various sustainability policies. The subjects of the study involved top management, department heads, and operational employees who were directly

involved in the implementation of the Green Human Capital and Organization Culture strategies.

3. Data collection technique

Data in this study were collected through several main techniques:

- a. In-depth Interviews: Conducted with 5-10 key informants, including company leaders, HR managers, and employees involved in sustainability programs. The interviews were semi-structured with a list of questions developed based on the literature review and research objectives.
- b. Observation: Researchers directly observed the implementation of sustainability policies in company operations, including employee participation in environmental programs, energy efficiency, and reward systems for employees who contribute to green initiatives.
- c. Document Analysis: Documents analyzed include HR policies, corporate sustainability reports, and documents related to Corporate Sustainability strategies.

4. Data Analysis Techniques

The collected data was analyzed using NVivo 12 Plus software, which allows for a more systematic and in-depth qualitative data analysis. The stages of analysis carried out include:

- a. Open Coding – Determining initial categories based on data obtained from interviews, observations, and company documents.
- b. Axial Coding – Connecting discovered categories to identify patterns of conceptual relationships.
- c. Selective Coding – Determining the main themes that describe the relationship between Green Human Capital, Organization Culture, and Corporate Sustainability.

5. Data Validity and Reliability

To ensure the validity of the data, this study applies several validation techniques, including:

- a. Data Triangulation: Data from interviews is compared with data from observations and company documents to ensure consistency of information.
- b. Member Checking: The results of the interviews and analysis are reconfirmed with the informants to ensure that the data interpretation is in accordance with their experiences.
- c. Audit Trail: All stages of the research are well documented to ensure transparency in the data analysis process.
- d. Credibility and Transferability: The data obtained is analyzed taking into account the organizational context so that the research results can be replicated in similar situations in other companies.

6. Research Ethics

This research pays attention to the principles of research ethics by:

- a. Ensure confidentiality of informant identity.
- b. Obtain written consent from each informant before conducting the interview.
- c. Use the data obtained only for academic research purposes.

With this research method, it is expected that the research can provide an in-depth understanding of the development strategy of Green Human Capital and Organization Culture in supporting Corporate Sustainability at PT Bundamedik Tbk.

RESULTS AND DISCUSSION

This section presents the research results and discussion of the findings based on the research methods that have been carried out. The research results are presented in the form of sub-topics that are directly related to the research focus and categories that have been determined.

Results

1. Implementation of Green Human Capital at PT Bundamedik Tbk

The results of the study show that PT Bundamedik Tbk has implemented several strategies in developing Green Human Capital to support the company's sustainability. These strategies include:

- a. Environmentally Based Recruitment: The company implements an employee selection policy that takes environmental awareness into account, where candidates with experience or understanding of sustainability practices have added value in the selection process.
- b. Sustainability Training: PT Bundamedik provides training programs for employees to improve their awareness and skills in sustainability aspects, including energy efficiency, medical waste management, and environmentally friendly work practices.
- c. Green Reward System: An incentive program given to employees who actively contribute to implementing sustainable practices in the work environment, such as reducing plastic use and optimizing resource use.
- d. Employee Involvement in Sustainability Programs: PT Bundamedik encourages employee participation in various sustainability initiatives, including recycling, energy saving, and water conservation activities.

2. Organization Culture in Supporting Corporate Sustainability

In addition to the management of Green Human Capital, Organization Culture at PT Bundamedik is also a major factor in supporting the company's sustainability. The main elements of Organization Culture that support sustainability include:

- a. Instilling Pro-Environmental Values: Sustainability values have been integrated into company policies and socialized to all employees through various internal communication media.
- b. Transformational Leadership: Company leaders demonstrate a strong commitment to sustainability and lead by example in implementing environmentally friendly practices.
- c. Effective Internal Communication: The Company regularly communicates information regarding sustainability policies and programs through various communication channels, including regular meetings and internal bulletins.
- d. Strengthening Green Culture Program: PT Bundamedik initiated programs aimed at increasing employee awareness of sustainability, such as waste reduction campaigns and implementing more environmentally friendly work systems.

3. Barriers to the Implementation of Green Human Capital and Organizational Culture

- a. Although PT Bundamedik has successfully implemented various sustainability initiatives, this study also found several obstacles faced in implementing these strategies:

- b. Employee Awareness Still Diverse: Not all employees have a deep understanding of sustainability, so companies still need to improve socialization and training related to this issue.
- c. Budget Constraints: Implementing sustainability programs requires significant investment, especially in terms of environmentally friendly technology and more structured training systems.
- d. Lack of Clear Sustainability Indicators: The company is still in the development stage of more measurable sustainability indicators to assess the effectiveness of the strategies implemented.

Discussion

The results of the study indicate that PT Bundamedik Tbk has adopted various Green Human Capital strategies that include green recruitment, sustainability training, environmentally-based reward systems, and employee involvement in green initiatives. The implementation of this strategy is in line with previous studies stating that environmentally oriented human resources can improve organizational sustainability (Renwick et al., 2013; Jabbour, 2015).

Organizational Culture has also been shown to play a key role in supporting sustainability. Pro-environmental values embedded in corporate policies, transformational leadership that supports green initiatives, effective internal communication, and strengthening green culture programs all contribute to Corporate Sustainability. This finding reinforces the research results of Schein (2010) which emphasizes that a strong Organizational Culture can shape employee behavior in supporting sustainability.

Theoretical Implications

The findings of this study contribute to the development of theories related to Green Human Capital and organizational culture in the context of sustainability. Some of the main contributions are:

- Strengthening Green HRM Theory: This study shows that Green Human Capital strategies are not only limited to training and recruitment, but also include incentive systems and employee involvement in sustainability programs.
- Contribution to Organizational Culture Model: According to Schein (2010), organizational culture can strengthen sustainability. This study found that in addition to pro-environmental values, internal communication and leadership support play a major role in ensuring corporate sustainability.
- Relation to Triple Bottom Line: The research results support the Triple Bottom Line concept from Elkington (1997), where business sustainability must include economic, social, and environmental aspects. PT Bundamedik has tried to balance these three aspects through various strategies that have been implemented.

Based on the research results, there are several implications for the business world and sustainability management practices:

- Increasing Employee Awareness: Although PT Bundamedik already has a sustainability training program, it is necessary to increase the intensity of training to

ensure that all employees understand the importance of sustainability in the company's operations.

- Optimizing Sustainability Budget: To overcome budget constraints, companies can explore external funding opportunities or partnerships with environmental organizations that can support sustainability programs.
- Sustainability Impact Measurement: PT Bundamedik needs to develop more concrete and measurable sustainability indicators to evaluate the effectiveness of the Green Human Capital strategy and organizational culture that have been implemented.

CONCLUSION

This study aims to explore the development strategy of Green Human Capital and organizational culture in supporting Corporate Sustainability at PT Bundamedik Tbk. With the increasing awareness of sustainability in the business world, it is important for companies to implement policies that focus not only on economic aspects but also environmental and social aspects.

Restatement of the Research Gap and Problem

Although many studies have discussed the role of Green Human Capital in organizational sustainability, there is still a research gap in understanding how this concept is implemented specifically in the healthcare industry. PT Bundamedik Tbk faces challenges in ensuring that their sustainability strategies are effectively integrated into the organizational culture and human resource policies.

Summary of the Overall Arguments and Findings

This study found that PT Bundamedik has adopted various strategies in developing Green Human Capital, including green recruitment, sustainability training, reward systems for employees who contribute to green practices, and active involvement in sustainability initiatives. In addition, an organizational culture that supports sustainability is built through the instillation of pro-environmental values, transformational leadership, effective internal communication, and strengthening green culture programs. However, several challenges are still faced, such as lack of employee awareness, limited budget for sustainability programs, and difficulties in measuring sustainability impacts concretely.

1. The Implications of the Findings

The results of this study have several important implications:

- Practical Implications: PT Bundamedik can improve the effectiveness of its sustainability strategy by strengthening employee engagement through a more attractive incentive approach and increasing socialization regarding the importance of sustainability practices.
- Theoretical Implications: This study enriches the literature on Green Human Capital and organizational culture by highlighting the role of internal communication and transformational leadership in corporate sustainability.

- Policy Implications: The results of this study indicate that a more comprehensive policy is needed to integrate sustainability into company operations, including in human resource policies and operational management.

2. The Key to Solving the Research Problem

Based on research findings, the main solutions to overcome challenges in implementing sustainability strategies at PT Bundamedik Tbk are:

- Employee Awareness Enhancement: Through more intensive and ongoing training programs to ensure that all employees understand and support sustainability initiatives.
- Optimizing Sustainability Budget: By seeking external funding sources or partnerships with environmental institutions to support the implementation of green programs.
- Development of More Measurable Sustainability Indicators: By establishing clearer metrics to evaluate the effectiveness of Green Human Capital strategies and organizational culture in supporting corporate sustainability.

3. Future Research Direction

This research provides valuable insights, but there is still room for further exploration, including:

- Comparative Research Examining the implementation of Green Human Capital and organizational culture across healthcare sectors to understand the factors that influence the success of sustainability strategies.
- Quantitative Studies: Developing a more structured measurement model to evaluate the impact of sustainability strategies on a company's business and operational performance.
- Long-Term Analysis: Conduct longitudinal research to see how Green Human Capital strategies and organizational culture evolve over time and their impact on corporate sustainability.

By understanding the strategies that have been implemented and the challenges that are still faced, this study provides a strong foundation for other companies that want to adopt the concept of Green Human Capital and organizational culture in supporting their business sustainability. The conclusion of this study confirms that sustainability can not only be achieved through technological innovation and operational policies but also through human resource management and organizational culture that support sustainability practices as a whole.

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