Green Human Resources Management Model in Achieving Corporate Sustainability at Sekolah Alam Al Fazza

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ABSTRACT

Objectives*: The Sustainable Development Goals (SDGs) emphasize the importance of balancing economic, social, and environmental interests to achieve long-term sustainability. In education, managing human resources in an environmentally friendly manner through the implementation of Green Human Resources Management (GHRM) has become a key strategy to support corporate sustainability. This study aims to examine the implementation of the GHRM model in achieving sustainability at Sekolah Alam Al Fazza, which is committed to nature-based education and environmentally friendly practices.*
Methodology*: The study employs a qualitative method with a case study approach, utilizing in-depth interviews, observations, and document analysis as data collection methods. Data were analyzed using NVivo 12 to identify and develop a relevant GHRM model.*
Finding*: The results show that the implementation of GHRM at Sekolah Alam Al Fazza includes initiatives such as green recruitment, green training, and sustainability-based employee evaluations. However, the main challenges include limited infrastructure, lack of commitment, and unstructured evaluation indicators.*
Conclusion*: To address these issues, the school adopts collaboration-based strategies and community empowerment through educational activities and environmental practices. This research contributes by providing a conceptual model to support school sustainability, while also highlighting the importance of aligning organizational policies.*

Keywords: GHRM; Green Recruitment; Green Training; Corporate Sustainability

INTRODUCTION

Sustainable Development or Sustainable Development Goals (SDGs) is a global program with 17 goals and 169 targets aimed at creating a balance between economic, social, and

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environmental interests. In this context, Green Human Resources Management (GHRM) becomes an important strategy that enables organizations, including educational institutions, to integrate sustainability practices into human resource management (HRM). At Sekolah Alam Al Fazza, GHRM has been implemented through various initiatives such as digital recruitment and green training. However, these practices have not been running optimally due to constraints such as the lack of work standards, limited infrastructure, and uneven environmental awareness.

Sekolah Alam Al Fazza, which conceptually supports environment-based education, faces challenges in systematically integrating sustainability into human resource management. Various previous studies have shown that the implementation of GHRM can enhance organizational sustainability. For example, the study by Renwick et al. (2023) highlights the importance of integrating environmental management into HR through green-based recruitment, training, and evaluation. Ahmad et al. (2024) also revealed that GHRM has a positive impact on employees' green behavior, commitment to sustainability, and organizational performance. However, this study is still dominant in the corporate sector, while the application of GHRM in educational institutions, particularly nature-based schools, is still minimal.

This research aims to fill that gap by developing a conceptual GHRM model that can be applied in educational institutions to support corporate sustainability. The focus of this research includes key variables such as green-based recruitment, sustainability training, environmental performance evaluation, and reward programs for green initiatives. By exploring the implementation of GHRM at Sekolah Alam Al Fazza, this research is expected to contribute theoretically to the GHRM literature while also offering practical solutions to enhance sustainability through environmentally-based human resource management.

LITERATURE REVIEW

Sustainability

Sustainability is the management of natural resources to ensure that the needs of the present and future generations are met (Goodland, 1995). Triple Bottom Line Theory (Elkington, 1994): People (Social): Companies must improve the welfare of society, both internal and external. Planet (Environment): Businesses need to reduce their negative impact on the environment, such as pollution and excessive resource use. Profit (Economics): Companies must improve cost efficiency and productivity to achieve sustainable profits.

Green Human Resources Management (GHRM)

Definition: A strategic approach to HR management that focuses on sustainability and environmental awareness (Renwick, 2013). Main Dimensions of GHRM: Green Recruitment and Selection: Seeking environmentally conscious candidates through an eco-friendly selection process. Green Training and Development: Providing training to enhance employees' skills in environmentally friendly practices. Green Performance Management: Integrating environmental responsibility into employee performance evaluations. Green Job Design and Analysis: Designing jobs that include environmental responsibilities.

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Corporate Sustainability

A business strategy aimed at meeting the needs of stakeholders without sacrificing natural resources and the welfare of local communities (Chow & Chen, 2012). Sustainability Dimensions: Social Development: Reducing social conflict and improving the quality of life for the community. Economic Development: Enhancing long-term competitiveness and creating economic value. Environmental Development: Managing company operations by minimizing environmental impact and maximizing resource efficiency.

The following image provides a brief overview of the conceptual framework model used in this research:
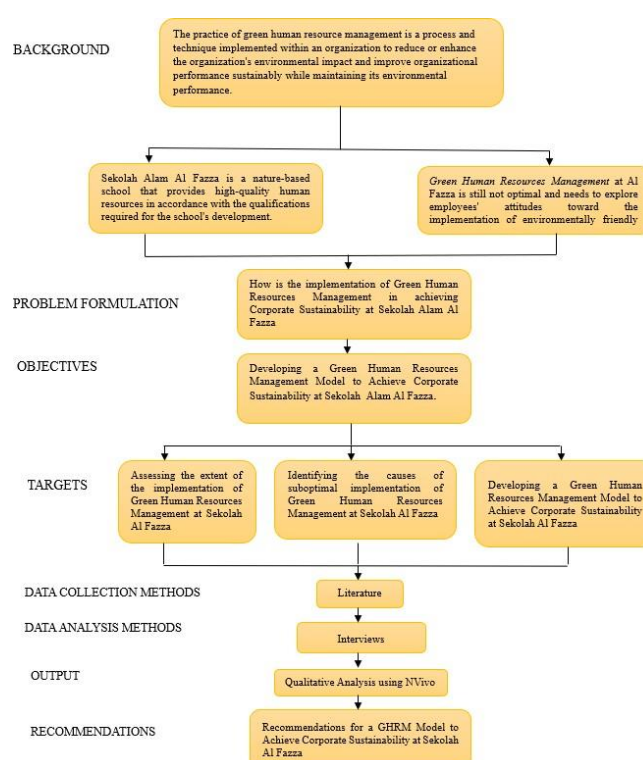

Figure 1. Conceptual Framework

METHOD

This research uses qualitative methods with a post-positivism paradigm and a case study approach to explore the implementation of the Green Human Resources Management (GHRM) model at Sekolah Alam Al Fazza. Data were collected through in-depth interviews with key informants, such as the school owner, principal, and teachers, as well as supported by direct observations and analysis of policy documents, lesson plans, and performance evaluations. The snowball sampling technique was used to ensure relevant and in-depth data, while data validity was maintained through source and method triangulation. Data analysis was conducted using the Miles & Huberman method, which includes data reduction, data presentation, and

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conclusion drawing, with the assistance of NVivo 12 software for coding, data visualization, and keyword analysis. This approach is designed to provide a comprehensive overview of the implementation of GHRM, identify constraints, and develop a conceptual model that supports sustainability in environmentally-based educational institutions.

RESULTS AND DISCUSSION

This research aims to explore the application of the Green Human Resources Management (GHRM) model at Sekolah Alam Al Fazza, with a focus on how this approach supports corporate sustainability. In-depth interviews were conducted with five key informants who play important roles in human resource management and sustainability at this school. Namely, the head of the foundation, the principal from kindergarten to junior high school, and the class teachers.

Data Analysis

The results of the correlation analysis using the Pearson coefficient through NVivo show a high level of linearity (≥ 0.74), indicating that the informants' responses have the same focus on the implementation of GHRM. The results of the word frequency query also show that the word "environment" appears at a rate of 0.65%, followed by the word "employees" (0.62%) and "training" (0.42%). This indicates that these three words have become the main relevant variables in the research.

The analysis process used NVivo software to ensure data validity, including source and method triangulation. From the analysis results using NVivo, it shows that the words "environment," "employees," and "training" became the main focus based on the results of the word cloud and word tree. Here is a visual summary of the data from the interviews:

Figure 2. Word Cloud
Source: Processed by the Researcher from Nvivo

In this research, the researcher wants to understand the usage of the words "environment," "employees," "training," "training," and "sustainability." To understand the usage of these words from various research data sources, it can be seen through the Text Search Query feature.

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Word Tree of the Word "Environment"

Analysis shows that the word "environment" is closely related to the school's efforts in implementing green policies. For example, the school provides training on waste management and environmentally friendly lifestyles, although the implementation is not yet uniform. In addition, Sekolah Alam contributes positively to the wider community and the internal environment through a holistic approach that integrates education, environmental preservation, and social sustainability. This success requires the commitment of all individuals within the organization, including the implementation of green principles in daily work. With this approach, Sekolah Alam is considered a model institution that successfully balances business, environmental, and social goals.

Word Tree of the Word "Employee"

This visualization emphasizes the importance of employees' roles in supporting sustainability. Employee recruitment emphasizes environmental awareness, while training aims to build competencies to support sustainability practices. Although training is provided to enhance employees' understanding of environmentally friendly practices, its implementation has not been optimal due to uneven access. Most of the training only targets certain individuals, so not all employees have the opportunity to participate in development programs related to green management. Therefore, more structured efforts are needed to ensure that environmental training is accessible to all employees, thereby supporting a work culture consistent with sustainability values.

Word Tree of the Word "Training"

Training is an important element in supporting the implementation of Green Human Resources Management (GHRM) at Sekolah Alam Al Fazza, aimed at enhancing employees' knowledge and skills related to sustainability practices, such as waste management and the use of green technology. However, the existing training programs are not evenly distributed, so only some employees benefit, while others do not have equal access. A more structured evaluation and the development of inclusive training are needed so that all employees have the same understanding and competence in applying sustainability principles, thereby supporting an environmentally friendly work culture throughout the organization.

Word Tree of the Word "Sustainability"

Sustainability is at the core of the Green Human Resources Management (GHRM) model implemented at Sekolah Alam Al Fazza, with a focus on green recruitment, sustainability training, and environmentally-based resource management. Although sustainability efforts have been made, such as waste reduction and social initiatives, their implementation still faces challenges in the form of a lack of structured frameworks and full participation from all elements of the organization. To ensure sustainability becomes an integral part of the work culture, schools need to develop more comprehensive policies and involve all employees in green practices to support the vision of sustainability at the social, economic, and environmental levels.

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The Implementation of GHRM at Sekolah Alam Al Fazza

The implementation of GHRM at Sekolah Alam Al Fazza includes elements such as green recruitment, green training, sustainability-based performance evaluation, and environmental initiatives. However, its implementation is not yet optimal due to constraints such as the lack of supporting infrastructure, an unstructured evaluation system, and uneven training. For example, although training is provided to some employees, not all have equal access to this program. In addition, employee contributions to green policies have become an important part of performance evaluations, although the rewards given are still non-financial. The school also demonstrates its commitment to the community through social programs that support external sustainability.

Previous research, such as Aboramadan (2022) and Ahmed & Johnson (2022), supports that GHRM practices, such as green recruitment, green training, and environment-based performance evaluation, can enhance organizational performance and employees' environmentally friendly behavior. However, long-term sustainability requires more consistent support through organized evaluation systems and training programs that are periodically tailored to employees' needs. This shows that GHRM has great potential to enhance environmental awareness and organizational performance, both internally and externally.

Supporting Factors

Several factors that support the implementation of GHRM are management's commitment to sustainability, a value-based approach embedded in the organizational culture, and the participation of employees and the surrounding community. Programs such as "open mind" training successfully increased employees' environmental awareness, although further evaluation is still needed to ensure its impact on employee behavior. The institution's commitment to sustainability is evident from concrete policies, such as the ban on single-use plastics and a structured waste management system. A value-based approach becomes the main strength, where sustainability values are instilled in the employees' mindset through training programs, such as "open mind," which aim to build deep environmental awareness.

Previous research also emphasizes that management support and institutional commitment are key factors in the successful implementation of GHRM. GHRM practices that focus on training and developing employees on environmental issues can enhance organizational performance, both environmentally and for employees. At Sekolah Alam Al Fazza, a values-based approach ensures that sustainability is not just a formal policy but an important part of the organizational culture. Thus, the implementation of GHRM supported by these factors strengthens the school's position as an institution that is not only oriented towards environmental sustainability but also has a holistic vision of long-term social and economic impacts.

Causes of Inefficiency

The implementation of Green Human Resources Management (GHRM) at Sekolah Alam Al Fazza has not been optimal due to several main obstacles. First, the lack of an organized management structure, such as the absence of formal SOPs, causes environmental policies to be implemented spontaneously without clear direction. Second, the limited eco-friendly

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facilities and infrastructure, including rainwater management and waste segregation, hinder the implementation of sustainability programs. Third, the uneven distribution of human resources in awareness and competence regarding sustainability principles also poses a significant challenge. Fourth, the lack of digitalization in management reduces the effectiveness of monitoring and evaluating the GHRM program. The results of the interviews and data analysis indicate that the lack of clear standard operating procedures (SOPs), limited facilities such as waste management systems, and insufficient digitalization are the main obstacles. This study aligns with the findings of Fathussalam et al. (2021), which state the importance of training and rewards to enhance employee commitment to green principles.

To address this challenge, a systematic management framework is needed to measure the success of GHRM implementation and make sustainability a part of the organizational culture. Additionally, investing in environmentally friendly infrastructure, although it requires significant initial costs, will provide long-term benefits for the sustainability of the program. Innovative solutions such as the use of portable eco-friendly technology or partnerships with third parties can be relevant alternatives for schools operating on leased land. Digitalization is also key to enhancing employee education on sustainability and expanding the impact of GHRM, both in the internal environment and the external community. With these steps, the implementation of GHRM can more effectively support the company's sustainability.

GHRM Model

Based on data analysis, the proposed GHRM model includes the integration of key elements such as recruitment, training, and performance evaluation with a focus on sustainability. By strengthening the management system and investing in environmentally friendly infrastructure, Sekolah Alam Al Fazza can enhance the organization's sustainability.

Figure 3. GHRM Model in Achieving Corporate Sustainability

This model shows how each element of GHRM is interconnected to support sustainability, both from environmental, social, and economic aspects. This approach is relevant to be applied in other educational institutions that have a sustainability vision. This GHRM model acts as the main driver that connects various sustainability components, such as the development of eco-

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friendly infrastructure and external community engagement. With this strategy, Sekolah Alam Al Fazza can strengthen its vision to become a sustainable educational institution from social, economic, and environmental perspectives. This implementation is also in line with previous research that shows GHRM has a positive impact on environmental performance and organizational commitment to sustainability. Further research is recommended to quantitatively measure the influence of GHRM elements on employee environmental awareness and corporate sustainability.

CONCLUSION

The implementation of Green Human Resources Management (GHRM) at Sekolah Alam Al Fazza has made significant contributions to corporate sustainability through sustainability-based recruitment, green training, and environmentally-oriented performance evaluations. However, this implementation is not yet optimal due to constraints such as the lack of formal SOPs, limited eco-friendly infrastructure, low digitalization, and inconsistent employee motivation. Supporting factors such as the institution's commitment to sustainability, a value-based approach, and collaboration with internal and external communities have become the main strengths in driving the success of this program.

As a suggestion, schools need to develop formal SOPs to provide clear guidelines in the implementation of GHRM and strengthen the digitalization of management systems to enhance the effectiveness of monitoring and evaluation. The development of environmentally friendly infrastructure such as waste management facilities and the utilization of renewable energy is also important to implement. In addition, schools are advised to provide consistent sustainability training, create incentives based on environmental contributions, and form dedicated sustainability teams so that sustainability becomes an integral part of the organizational culture and has a positive impact on the surrounding community.

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