

RESOURCE BASED VIEW APPROACH IN IMPLEMENTING GREEN HUMAN RESOURCE MANAGEMENT IN THE INDONESIAN GOVERNMENT TO IMPROVE ENVIRONMENTAL PERFORMANCE

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Abstract

Over the past few decades, human resource (HR) management in the public sector of the Indonesian state has undergone significant changes in response to internal and external pressures, which have compelled the Indonesian government to redefine its boundaries and enhance its public administration capabilities. As part of the current HR strategy, these reforms call for a more flexible, adaptive, and comprehensive HR system, including the implementation of Green Human Resource Management (GHRM). In several aspects of HR management, such as green recruitment, green training and development, and green rewards and compensation, GHRM integrates environmental sustainability practices. The primary objective of this study is to examine the role of human resource management in promoting green practices within the Indonesian government sector. The research approach uses a literature review analysis of the Scopus database. The results show that implementing GHRM in Indonesia's public sector still faces several challenges. However, with a comprehensive strategy, policy reform, and government commitment, GHRM has the potential to be a strategic solution in improving the effectiveness of public sector management, accelerating the achievement of the Sustainable Development Goals (SDGs), and supporting all government organizations in overcoming environmental and administrative challenges.

Keywords: Green Human Resource Management, Public Sector Management, Public Administration, Sustainability, Government

1. Introduction

In recent decades, human resource management has undergone significant changes due to internal and external pressures that have compelled the government to redefine the state's functions and enhance the capabilities of public administration. (Bertucci, 2006). The demands of government reform encompass almost every aspect of public sector performance; human resource management is the most crucial area for reform. (Fox & Lavigna, 2006). Government human resources officers must act as critical strategic partners in achieving government goals rather than merely serving as administrative gatekeepers. (Holton et al., 2015). Human resources aim to hire and retain the right individuals, build a system of government that supports and encourages them, and help align the department's goals with those of the government as a whole. (Slavin, 2006). The preparation of a program implementation plan is essential to ensure the



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success of a program. This activity involves systematic steps to design the strategies, tactics, and resources needed to achieve the desired goals and results (Hafifah & Sciences, 2025).

Indonesia has a government that is responsible for developing and managing resources (Fadli & Pical, 2025). The bureaucratic reform led by the Ministry of Administrative and Bureaucratic Reforms (KemenPAN-RB) in Indonesia places significant emphasis on human resource management as a crucial component in enhancing the delivery of public services and improving organizational efficiency. This reform aligns with Presidential Regulation No. 81 of 2010 and PERMENPAN-RB No. 20 of 2010, emphasizing human resource development as the primary objective. (Cahyaningsih et al., 2017). This reform aims to enhance the skills and competencies of government employees through education, training, and assignments, ensuring they are well equipped to perform their duties effectively (Sahid et al., 2019). In addition, one of the responsibilities of the Human Resources Department is to provide training and development opportunities to improve the skills and knowledge of public sector employees (Hoti et al., 2021). Human Resources is responsible for developing and implementing policies governing employment practices such as ethical standards, employment relations, and diversity management. (Siegel & Proeller, 2021). When examining this, Human Resource Management (HRM) plays a vital role in a country's progress, particularly in executing strategic operations for the state civil apparatus within Public Administration. This phenomenon shows a mismatch between the expectations and ideal conditions that the government should realize with the current situation through the policies taken (Wahyudi & Mada, 2025).

Bureaucratic delays caused by overly centralized HR management systems in the public sector, as suggested by Nyikadzino et al. (2022), have profound implications for organizational effectiveness. When HR management authority is only centralized at a certain level without adequate delegation to implementing units, processes such as recruitment, training, rotation, and employee development become slow and not adaptive to dynamic organizational needs (Nyikadzino et al., 2022). This condition contradicts Herawati's statement that the quality of human resources determines organizational performance, as it emphasizes the urgency of improving the quality of human resources. In other words, although the importance of HR quality has been recognized, efforts to achieve it are hampered by a rigid and slow bureaucratic structure. Therefore, decentralizing HR functions and accelerating the implementation of personnel policies are key to creating responsive, efficient, and high-performing public organizations. (Herawati, 2018)

Some states have changed their merit systems to reduce bureaucracy and increase flexibility due to the need for a more flexible HR system that can quickly adapt to changing demands and improve responsiveness. (Fox & Lavigna, 2006). Additionally, a strategic approach in Human Resource Management is essential for sustainability. Implementing GHRM in the government sector can be the future of HRM and environmental sustainability, especially in Indonesia. Indonesia has established the Green Human Resource Management (GHRM) Law, which integrates traditional HR practices with environmentally sustainable initiatives to enhance organizational



performance and promote environmentally friendly behavior among employees. Green Human Resource Management (GHRM) is an effort to combine conventional HR practices with ecologically sustainable efforts. The goal is not only to increase organizational productivity and efficiency but also to encourage environmental improvement.(Raja & Manoharan, 2024). GHRM practices include green recruitment, training, performance management, and employee engagement, all designed to foster a culture of sustainability within the organization (Okunhon & Ige-Olaobaju, 2024). Attract and hire environmentally conscious candidates aligned with the organization's sustainability goals. (Masri & Jaaron, 2017). Educate employees about environmental practices and sustainability, train them to support green initiatives, and evaluate and reward employees based on their contribution to ecological sustainability (Yoo, 2024). Encourage employees to participate in the decision-making process and sustainability initiatives. (Fox & Lavigna, 2006).

GHRM practices improve the long-term sustainability of companies and governments. Employees who are involved in significant sustainability projects are more engaged and motivated. GHRM can help businesses perform better in the marketplace, improve their image, and attract environmentally conscious customers and employees. (Faisal & Naushad, 2020). However, if this is adopted, aligning the organizational culture with ecologically centered values can be challenging, and there may be resistance to change, especially within government bureaucracies. (Yoo, 2024). GHRM is practiced by many progressive organizations worldwide, including in manufacturing, hospitality, education, and even government sectors. (Faisal & Naushad, 2020).

Government agencies, including public universities in Indonesia, have integrated green recruitment practices to improve the quality of work life (QWL) and promote environmental sustainability. (Haeruddin et al., 2023). In the military environment, it has been proven that environmentally friendly Green HRM practices and transformational leadership can improve the health and performance of personnel. This method emphasizes the moral responsibility of employees for their performance and welfare. (Parida & Brown, 2021). Green government practices have positively impacted the achievement of the Sustainable Development Goals (SDGs) in Sidoarjo Regency. These include programs such as green service design and sustainability governance orientation, which are essential to achieving health, sanitation, and energy sustainability targets. (Megawati et al., 2024). The Central Java government has adopted various elements of a green office, such as waste management, office technology, and energy and water conservation. However, more in-depth implementation and discussion are needed as commitment to these practices is lacking. (Pasharibu et al., 2019).

In some countries, performance management systems incorporate environmental standards to ensure employee efforts align with sustainability goals. This practice is being tested in India and the UK. (Mishra, 2017). In the UK, green recruitment encourages pro-environmental behavior among employees, contributing to the organization's citizenship behavior for the environment (OCBE).(Adekoya et al., 2023). An award system that recognizes and incentivizes environmentally friendly behavior is being implemented to motivate employees. This approach is seen in various



sectors, including manufacturing in Palestine and higher education in India. (Tarkar & Kumar, 2024). In Malaysia, environmentally friendly human resource management practices have been linked to improving the organization's civic behavior towards the environment. (Jayabalan et al., 2020).

Law Number 32 of 2009 concerning Environmental Protection and Management, which functions as a legal umbrella for various environmental regulations (Haryadi et al., 2021). Despite comprehensive environmental regulations, no national regulations are dedicated explicitly to implementing a green economy, including GHRM practices. (Parluhutan et al., 2022). The absence of a national database that explicitly measures the level of GHRM adoption in the public sector further challenges the analysis of the effectiveness of this policy. Most GHRM studies in Indonesia still focus on the private sector. (Wajdi et al., 2023). Existing internal and external constraints also indicate opportunities for improvement(Fadli & Pical, 2025). This suggests that further research is necessary to assess the strategies and challenges of implementing GHRM in the government sector. In addition, implementing GHRM in government bureaucracies can be challenging due to the need for top management support and integrating environmentally friendly practices across departments. (Mishra, 2017). The GHRM practice offers significant opportunities to improve sustainability performance and create a competitive advantage. Organizations can enhance their reputation and operational efficiency by aligning HR functions with environmental goals. (Raja & Manoharan, 2024). Green team development and promoting ecological participation opportunities are effective strategies for fostering a green organizational culture. (Parida & Brown, 2021). Especially in HRM and environmental sustainability in Indonesia. Studies have shown GHRM practices in the private sector and non-governmental organizations; however, there is still very little research examining implementation strategies, bureaucratic issues, and the effectiveness of GHRM in Indonesian government agencies. The absence of national baseline data on GHRM implementation in the public sector highlights this discrepancy. Therefore, research is needed to fill this gap.

Green Team Development: To understand how GHRM can be effectively applied in the Indonesian public sector, this study employs the **Resource-Based View (RBV)** theory approach. This theory posits that Green Human Resource Management (GHRM) is grounded in the Resource-Based View (RBV). RBV is a theory that explains that resources in an organization (such as human resources, physical assets, and other organizational resources) have significant value because each resource is considered valuable, has high value, and is difficult to imitate. Promoting ecological participation opportunities are effective strategies for fostering a green organizational culture.(Yong & Yusliza, 2023). According to this theory, the RBV perspective views human resources as a vital asset that can provide a long-term competitive advantage. If an organization can implement the GHRM concept, operational efficiency will increase, and differentiation will be created that will be difficult for competitors to imitate. Applying HRM that supports environmental sustainability, such as recruitment processes based on environmental awareness and green skills training, will optimize the organization's human resource capacity, enabling



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government bureaucratic practices to be more environmentally friendly. In addition, applying GHRM helps an organization maintain its superior, competitive, and sustainable competitiveness amid change challenges (Yong et al., 2022).

2. Methods

This research approach employs a **literature review method based on Scopus**, which covers publications from 2000 to 2025, identifying GHRM practices in various countries and analyzing implementation challenges in Indonesia. The review focuses specifically on the most recent and relevant articles and research conducted over the past 25 years. This timeframe was chosen to capture both the early conceptual development and the more recent advancements in Green Human Resource Management (GHRM) practices globally. Although this study does not include empirical data due to its literature-based approach, the findings are intended to provide a strong theoretical foundation for future empirical research.

This analysis employs the **RBV (Resource-Based View)** theoretical framework, which facilitates an understanding of how government organizations can adopt and adapt GHRM strategies within the context of the Indonesian bureaucracy. Literature-based research is a type of research that involves a comprehensive literature review as its primary focus. The literature review aims to solve problems through an in-depth and critical analysis of pertinent literature sources. This process involves collecting data and information from various literature references that are considered important sources of ideas (Qoirunnisa, 2024). Data collection techniques from available sources are qualified and compared in the table. This study uses Green Human Resource Management, Bureaucracy, sustainability, green environment, and government to facilitate the identification of relevant literature sources.

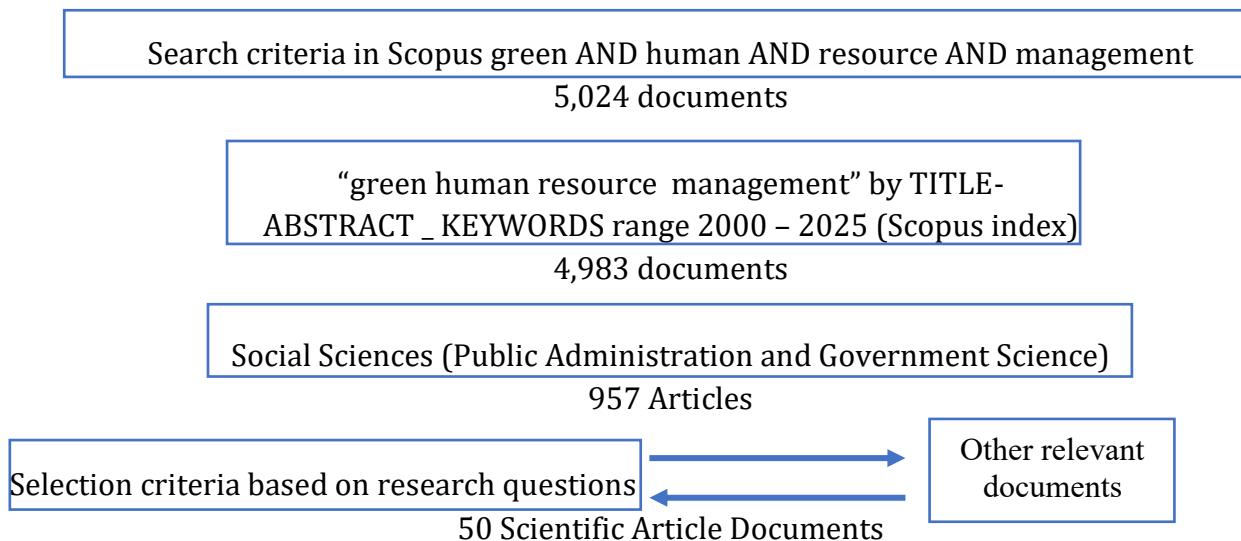


Figure 1. Criteria for Selecting Scientific Literature Documents
(Source: Author, 2025)



Based on Figure 1. The researcher uses the keyword "green human resource management" on Scopus, which was published between 2000 and 2025 (as of March 1, 2025). There are approximately 4,983 documents, including articles and digital books. To maintain the quality of the findings, researchers narrowed the search for "green human resource management" as a keyword in the Scopus indexing based on the title, abstract, and keywords (TITLE-ABS-KEYWORD). The results are 4,983 documents published in the various journals and publishers. In the field of social sciences, there are 957 scientific articles. Steps to minimize bias: Researchers should only use articles and digital books that discuss Green Human Resource Management, Bureaucracy, sustainability, the green environment, and government. A total of 50 journal article documents and digital books are referenced and are indexed by Scopus as references. Using the library study method, researchers can compile and present a comprehensive narrative on the research topic because the data comes from various diverse and comprehensive sources.

3. Results and Discussion

GHRM is a strategic approach that integrates environmental sustainability into human resource management practices, fostering a culture of sustainability within organizations. Organizations that adopt GHRM can enhance their environmental performance, increase employee engagement, and gain a competitive advantage, ultimately contributing to long-term sustainability, particularly in the government sector. Some things that can be done in Human Resource Management to encourage environmentally friendly practices in government are as follows:

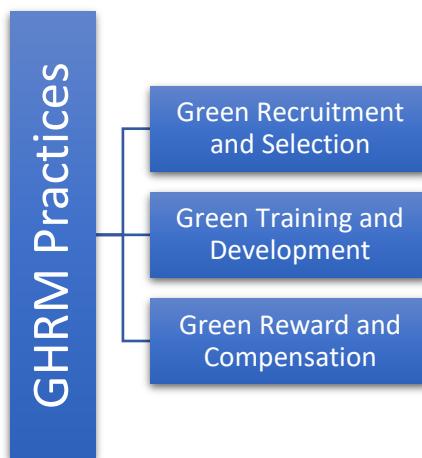


Figure 2. GHRM Practice Concept Map
(Source: Author, 2025)

3.1 Green Recruitment and Selection

One of the key components of GHRM is green recruitment, which involves employee selection practices that incorporate sustainability competencies. Through the National Civil Service Agency (BKN), the Indonesian government has implemented a digital recruitment



system that reduces paper usage and supports the principle of energy efficiency in selecting civil servants. (Budiarto et al., 2024). Green recruitment at GHRM refers to attracting, selecting, and hiring environmentally conscious candidates who align with the organization's sustainability goals. (Shaari et al., 2011). The Indonesian government is concentrating on transitioning to a sustainable and environmentally friendly economy. This includes assessing the policy framework related to green jobs and evaluating the critical skills and expertise required for these roles (Budiarto et al., 2024). The focus is on attracting candidates with green competencies and environmental awareness. (Tsymbaliuk et al., 2023). Additionally, recruit and hire individuals who possess knowledge, abilities, and behaviors aligned with sustainability goals (Abiwu & Nunoo, 2020). The practice of assessing and selecting candidates with environmentally friendly competencies is not yet widespread, and many organizations do not include ecologically friendly competencies in job advertisements, thus limiting their ability to attract candidates with knowledge of the environment. (Tsymbaliuk et al., 2023). In addition, things can be done by utilizing digital tools for recruitment to minimize the use of paper and reduce the environmental impact associated with the traditional recruitment process. (Jora et al., 2023).

The application of GHRM practices in Indonesian government agencies remains limited compared to the private sector. Environmental competence is rarely a requirement in ASN job vacancy advertisements, so green recruitment remains limited to technical initiatives without substantial integration with sustainability policies. In addition, most research focuses on higher education and private organizations, showing a comprehensive implementation gap across all government sectors. (Tatli et al., 2017). Although its application is limited, the potential benefits of GHRM practices are significant. These benefits include improved employee welfare, reputation, and environmental performance. (Wajdi et al., 2023). To realize the full benefits of GHRM, Indonesian government agencies need to develop a comprehensive strategy that covers all aspects of GHRM, from recruitment to performance management and employee engagement. (Napathorn, 2022).

According to the Resource-Based View (RBV) perspective, green recruitment should be seen as a strategic investment in valuable, rare, difficult-to-imitate, and irreplaceable human resources. Not just an administrative or technical process. Individuals with green competencies, including knowledge of sustainable development, environmental ethics, and eco-friendly innovations, possess the ability to provide organizations with a long-term competitive advantage in the public sector. By incorporating the RBV approach into their recruitment strategies, government agencies can enhance institutional capacity and differentiate themselves through a workforce that is environmentally conscious and committed to sustainability. This is a combination of resources that is hard to find elsewhere.

3.2 Green Training and Development

Training programs to enhance employees' knowledge and skills regarding the environment are crucial. The government prioritizes education and awareness campaigns to



make people environmentally aware and understand that their actions will impact the future. (Arifin et al., 2024). In the context of public universities in Indonesia, GHRM practices, including environmentally friendly training, have been linked to improving the quality of work life and employee welfare. (Haeruddin et al., 2023). In addition, training can also be carried out starting from school to increase student awareness of the environment and environmental education in schools, especially in polluted areas such as the Deli River, involving activities such as recycling and reforestation (Rachman et al., 2021).

The Adiwiyata School Program aims to create environmentally friendly schools by integrating environmental education into the curriculum. The program focuses on three principles: educational, participatory, and sustainable, and encourages students to develop behaviors and attitudes that respect and care for the environment. (Hamzah et al., 2019). Vocational high schools use green skills to prepare students for green jobs. They can save energy, reuse, recycle, reduce, repair, and reassemble. (Fitriyanto & Triyono, 2023). On the other hand, training programs for farmers on sustainable practices, such as peatland management, have improved knowledge and skills, although the economic impact is still small. (Rahmat et al., 2020). Furthermore, the environmental entrepreneurship training program in villages, such as Margalaksana Village, focuses on harnessing the potential of local resources, including bamboo forests and fish ponds. This program aims to enhance the welfare and independence of the community by developing physical, human, and social capital. (Subekti et al., 2019).

The implementation of green training in the Indonesian government faces several significant challenges. One of the obstacles in implementing environmentally-oriented training and development is the routine need for evaluation and monitoring, obstacles in policy implementation, and coordination between institutions and stakeholders. (Anas & Baharuddin, 2024). Personnel awareness and knowledge of green procurement and other green initiatives are often weak, affecting these programs' performance. (Suliantoro & Fitriani, 2022). There is a significant gap in environmental education, which involves the overall awareness and involvement of the community and government employees in green initiatives. For example, prospective educators are not well-equipped to address pressing environmental issues. (Koch et al., 2013). Although there are significant challenges in implementing green training within the Indonesian government, developing a comprehensive training program that encompasses basic, intermediate, and advanced levels can help build capacity and enhance the management of green technology. (Novitasari et al., 2019). In addition, training and joining procurement associations have been proven to increase awareness and performance. (Suliantoro & Fitriani, 2022).

According to the Resource-Based View (RBV) perspective, environment-based training (EBT) should be seen as a strategic effort to develop valuable, rare, inimitable, and irreplaceable human capital. Employees with in-depth knowledge and skills in environmental management are a unique resource that can significantly enhance the



government's ability to create sustainable policies. Government institutions can enhance internal capabilities, strengthen organizational power, and build long-term strategic advantages that are difficult for other companies to replicate through investment in systematic and tiered green training programs.

3.3 Green Reward and Compensation

One of the main aspects of GHRM is Green Rewards and Compensation (GR&C), which aims to encourage environmentally friendly behavior among employees. Green rewards are identified as a component of GHRM, with a study highlighting the importance of green rewards and benefits as one of the pillars of GHRM. (Patwa & Kee, 2024). The Green Award and Compensation System in the Indonesian government is part of the country's commitment to implementing the Sustainable Development Goals (SDGs) and the transition to a low-carbon and climate-resilient economy. (Pambudi et al., 2023).

This system aims to incorporate environmental management into human resource management practices, known as Green HRM, to build a culture of sustainability within the organization. GR&C involves modifying the traditional reward system to include incentives for pro-environmental behavior and achievements. (Fapohunda, 2020). This can include bonuses, recognition programs, and other forms of compensation that reward employees for their contributions to sustainability goals. (Noor et al., 2022). In line with green economic principles and supporting the reduction of greenhouse gas emissions, green reward and compensation systems help development with low carbon emissions, resource efficiency, and social inclusion. (Anggraeni et al., 2023). Additionally, the system supports an Islamic green financing program known as Green Sukuk. This program has many social benefits and helps mitigate and adapt to climate change. (Musari, 2021).

From the perspective of the Resource-Based View (RBV), green reward and compensation systems (GR&C), which offer strategic added value due to their behavior and commitment to sustainability, are a crucial strategy in forming human resources that possess not only technical skills but also strategic added value. If employees are motivated by a reward system that prioritizes efforts to achieve environmental goals, they will become valuable, rare, difficult to imitate, and irreplaceable assets for the organization. Therefore, GR&C is a way to enhance motivation and improve the long-term excellence of public organizations through the implementation of an environmentally friendly and sustainable work culture.

Despite these initiatives, significant challenges remain, including more comprehensive regulation and better coordination between central and local governments. (Parluhutan et al., 2022). There is an absence of cohesive and comprehensive regulations that effectively integrate green principles into the broader legal framework. Existing environmental regulations, such as Law Number 32 of 2009 concerning Environmental Protection and Management, face substantive and implementation challenges, especially at the regional level. (Haryadi et al., 2021). Indonesia can learn from Singapore's success in implementing



green buildings, which includes a comprehensive master plan, regulations, standards, and certification programs. Key success factors include strong government policies, incentives, and industry support. (Hatmoko et al., 2017).

4. Conclusion

GHRM is crucial in integrating environmental sustainability into human resource management practices, thereby contributing to organizational effectiveness and long-term sustainability, particularly in the government sector. To date, no national regulation has specifically required the implementation of GHRM in government bureaucracies. GHRM aims to foster a sustainable organizational culture, enhance environmental performance, and encourage employees to participate in environmentally friendly initiatives. Some methods that can be used include (1) Green Recruitment and Selection, where the process involves hiring environmentally conscious candidates who align with the organization's sustainability goals. Although this practice is not yet widespread in Indonesia, some government agencies and companies are starting to assess green competencies when recruiting employees. (2) Green Training and Development programs aimed at increasing employees' knowledge and abilities in environmentally friendly practices. For example, in Indonesia, the Adiwiyata School program incorporates environmental lessons into the school curriculum to raise environmental awareness from an early age. (3) Continuous Rewards and Compensation: This system provides bonuses or special recognition to employees who support environmental initiatives. However, the green rewards system in Indonesia still faces many challenges. One is the lack of comprehensive regulations and poor coordination between the central and local governments.

Many employees are unaware of or uninterested in adopting environmentally friendly practices. This can hinder the utilization of GHRM. Some organizations face challenges in adopting green technology, including issues with infrastructure and workforce readiness. The success of GHRM implementation depends on the support of top management, including the implementation of relevant policies and adequate resource investments. However, a lack of clear vision and policy barriers can hinder the implementation of GHRM. Despite the obstacles, GHRM has several advantages, including improving employee welfare, enhancing the organization's image, and enhancing environmental performance. Organizations must develop comprehensive strategies that encompass all aspects of GHRM, from recruitment to performance management and employee engagement. So that the workforce cares about the environment and Human Resource Management Encourages Green Practices in Government. Thus, to achieve tremendous success in GHRM implementation, there is a need for more comprehensive national regulations, increased sustainability-based training for civil servants, and incentives that support environmentally friendly practices across government agencies. Evaluation and development of policies that support GHRM can accelerate Indonesia's bureaucratic transition to more environmentally friendly and sustainable HR management.

Clear national regulations on GHRM, better cooperation between central and regional agencies, and ongoing budget and training support for ASN are needed. Without these,



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implementing GHRM in the bureaucracy will become unsystematic and sporadic. Additionally, upcoming empirical research should focus on evaluating the effectiveness of various green human resource management (GHRM) methods in the public sector. For example, the effects of green employee recruitment on organizational performance or the impact of continuous training on employee behavior change. Additionally, field-based research is needed to determine how prepared government agencies are to implement GHRM comprehensively and by local situations. Therefore, GHRM can be developed as a normative concept and a bureaucratic transformation strategy for measurable and competitive sustainability.

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