

AN ANALYSIS OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT IMPLEMENTATION: INSIGHTS FROM INDONESIA

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Abstract

This study examines the implementation of Sustainability Human Resource Management (SHRM) as a strategic approach for fostering organizational sustainability. The research explores various SHRM components, including human resource recruitment, personnel deployment, human resource management, human resource marketing, staff retention, disemployment, and management and leadership. Through qualitative analysis, findings indicate that sustainable recruitment practices attract talent committed to environmental and social values, while effective personnel deployment and leadership support sustainability initiatives across departments. Additionally, staff retention strategies focusing on skill development and wellness programs, alongside responsible disemployment practices, contribute to employee loyalty and a positive organizational image. Leadership is identified as pivotal in promoting an inclusive culture and facilitating organizational change toward sustainability. The results underscore the value of SHRM in achieving long-term organizational resilience, enhancing employee engagement, and positively impacting society and the environment.

Keywords: Sustainability Human Resource Management, Sustainable Recruitment, Staff Retention, Sustainable Leadership, Organizational Sustainability.

I. INTRODUCTION

As awareness of the importance of sustainability increases across sectors, organizations around the world are starting to adopt the concept of Sustainable Human Resource Management (SHRM) as part of their business strategy (Iqbal, 2018). SHRM involves the application of sustainability principles in human resource management, including workforce management that takes into account long-term well-being, environmental responsibility, and social impact (Robertson, 2014). With increasing pressure from stakeholders to operate ethically and sustainably, SHRM has become an important pillar in achieving the Sustainable Development Goals (SDGs) (Malik et al., 2020).

At the global level, several large companies have pioneered the implementation of SHRM in response to environmental and social challenges (Mazur & Walczyna, 2020). For example, Unilever, a multinational consumer goods company, integrates sustainability into its HR management through employee wellness programs, reducing carbon emissions, and increasing inclusivity in the workplace. Under the Unilever Sustainable Living Plan strategy, the company focuses on employee well-being through continuous development training and initiatives for better work-life balance. Initiatives such as these demonstrate how SHRM can have a positive impact not only on the company, but also on the environment and society at large.

In Southeast Asia, SHRM implementation is also growing, albeit with different approaches according to local contexts. In Indonesia, for example, SHRM implementation faces unique challenges, including cultural diversity, education levels, and developing infrastructure. However, with the economy continuing to grow, more and more companies in Indonesia are beginning to recognize the importance of SHRM in facing global competition and managing the risks arising from unsustainability. These implementations include, for example, a focus on green skills training and the application of high ethical standards in workforce management (Papageorgiou et al., 2023).

One example in Indonesia is an energy company like Pertamina, which implements social responsibility and sustainability programs with a focus on employee health and safety as well as environmental conservation. Pertamina has adopted SHRM principles by providing relevant training for employees to manage natural resources sustainably and reduce environmental impact. Programs like this highlight the importance of involving employees in sustainability initiatives as part of a broader corporate responsibility.

In addition to the energy sector, companies in the manufacturing sector in Indonesia have also begun to adopt SHRM. Several textile companies in West Java, for example, have integrated waste management and emission reduction programs into their operations. Here, HR management focuses on training employees on environmentally friendly practices and implementing green technology in the production line. With this approach, companies not only increase production efficiency but also contribute to achieving national sustainability goals (Ong & Mahazan, 2020).

However, the implementation of SHRM in Indonesia is not without challenges. One of the main challenges is the limited understanding and awareness of the concept of sustainability at the small and medium enterprise (SME) level. Unlike multinational or large companies, SMEs in Indonesia often face limited resources and access to the technology needed to implement SHRM optimally. In addition, regulatory issues and lack of incentives from the government are also major obstacles to the widespread implementation of SHRM.

From the government side, support for the implementation of SHRM in Indonesia is still developing. The government has issued several policies that encourage companies to be more socially and environmentally responsible. However, more incentive and mentoring programs are needed, especially for SMEs, to help them implement SHRM. These programs can include HR training assistance that focuses on sustainability as well as subsidies or tax incentives for companies that comply with certain sustainability standards.

On the other hand, the increasingly dominant millennial and generation Z generations in the labor market have a major influence on the increasing demand for SHRM. This generation is more environmentally conscious and tends to choose to work in companies that have sustainable values. This phenomenon forces companies to adopt SHRM principles in order to attract and retain high-quality talent. In addition, the openness of the younger generation to technology also provides an opportunity to integrate digital solutions in sustainable HR management.(Wuttaphan, 2020).

This study aims to explore the extent to which SHRM principles have been implemented in Indonesia, identify the challenges faced, and factors that support the success of its implementation. This study is also expected to identify best practices in the implementation of SHRM that can be adapted by other organizations in Indonesia. By examining the implementation of SHRM in Indonesia, this study is expected to provide a real contribution to the development of sustainable human resource management practices in Indonesia and the Southeast Asia region. The results of this study can be a basis for policy makers and organizational leaders in formulating HR strategies that are in line with sustainability values. Furthermore, these findings will play an important role in supporting the achievement of sustainable development goals and increasing Indonesia's competitiveness at the global level.

II. LITERATURE REVIEW

a. Definition of Sustainability Human Resource Management

Sustainable Human Resource Management (SHRM) has become an important topic in the human resource management literature, especially amidst increasing pressure on companies to contribute to social, economic, and environmental sustainability. Definitions of SHRM vary in the literature, but generally refer to human resource management that is concerned with the long-term well-being of employees as well as the social and environmental impacts of organizational practices. SHRM is often viewed as an effort to integrate sustainability principles into an organization's policies, practices, and culture, encompassing aspects such as ongoing employee development, well-being, and reducing the environmental impact of a company's operations.(Aust et al., 2020).

According to Ehnert et al., (2015), SHRM is “the process of strategically managing human resources to create long-term economic, social, and environmental sustainability for both the organization and society at large.” This definition highlights the three main pillars of sustainability—economic, social, and environmental—that together provide the foundation for companies to maintain competitiveness while minimizing negative impacts on the environment and society. In other words, SHRM seeks to create working conditions that are not only productive but also support the well-being of employees and the environment.

On a practical level, several studies such as those conducted by Jabbour & Santos (2008) show that SHRM includes practices such as green recruitment, training for environmental awareness, and promotion of sustainability in the work culture. "Green recruitment," for example, focuses on hiring employees who share the company's environmental values, thus creating an organizational culture that is more supportive of sustainability. In addition, sustainability-focused training aims to increase employees' understanding of the environmental impacts of their work, so that employees can contribute to the company's sustainability efforts.

In addition, Aust et al., (2020) highlighted the importance of “well-being sustainability” as part of SHRM, which means creating a work environment that supports employees’ mental and physical health. This approach includes practices such as providing work-life balance support, ongoing skills development, and inclusive policies that promote employee well-being in the

long term. With this focus, SHRM not only serves to support organizational goals but also ensures that these practices provide positive value to employees and the wider community.

The development of the SHRM concept is in line with the Stakeholder theory of (Hannan & Freeman, 1984), which emphasizes that organizations must consider the interests of various stakeholders in decision making. In the context of SHRM, companies are expected to not only pursue financial gain but also pay attention to their impact on employees, the environment, and the community. In other words, SHRM is an approach that recognizes that the long-term welfare of employees and the sustainability of the company are two things that are interrelated.

Recent research by Renwick et al., (2013) also notes that SHRM integration can enhance a company's reputation, help attract and retain talent, and create an organizational culture that is more responsive to social and environmental issues. In Indonesia, for example, the implementation of SHRM is beginning to be recognized as an important part of business strategy, especially by companies operating in labor-intensive sectors or facing public pressure to be socially and environmentally responsible.

In the context of globalization, SHRM plays an important role in creating a more resilient and adaptable company. As employee preferences change, especially the younger generation who are more concerned about sustainability issues, organizations are required to practice SHRM as part of their strategy to remain competitive. Thus, SHRM becomes a fundamental step in creating a sustainable, innovative, and more humane work environment for all stakeholders.

b. Fundamental conception of sustainability human resource management

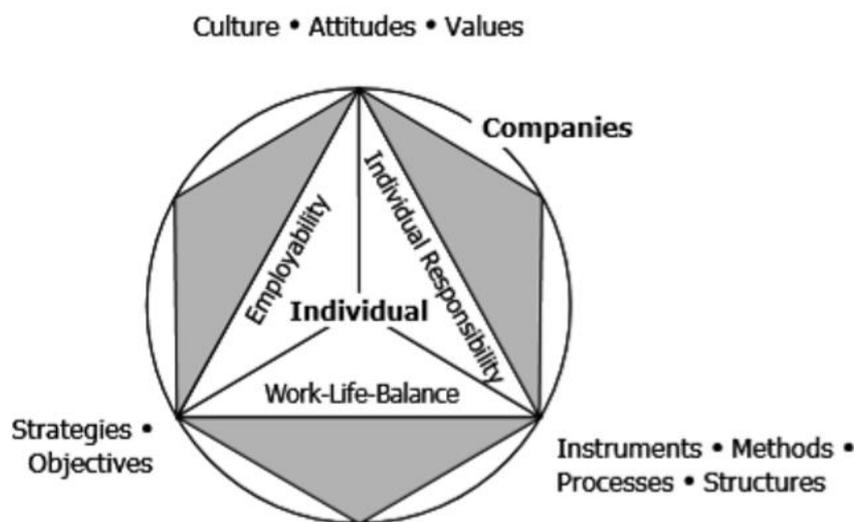


Figure 1: Model of a Sustainable Human Resource Management

Resource: (Zaugg et al., 2001)

The basic concept of Sustainable Human Resource Management (SHRM) is based on the idea that human resource management is not only aimed at achieving the economic goals of the

organization, but also to support social and environmental sustainability. SHRM was born from the combination of sustainability principles with human resource management theory, which expands the role of HR from simply supporting productivity to being an agent of change that focuses on the long-term impact of the organization on employees, communities, and the environment (Ehnert et al., 2015). This idea is influenced by the "Triple Bottom Line" principle put forward by (Elkington, 1994), which emphasizes that organizations must strive to achieve a balance between economic, social, and environmental aspects in their business practices.

The basic principles of SHRM are also influenced by (Hannan & Freeman, 1984) Stakeholder Theory, which emphasizes that companies have responsibilities to various stakeholders, including employees, communities, and the environment. In the context of SHRM, companies are expected to consider the impact of their HR policies on all stakeholders, not just shareholders or managers of the organization. This encourages companies to adopt policies that support the long-term well-being of employees and reduce the negative environmental impacts of their operations.

One of the key components of SHRM is the principle of employee well-being, which includes physical and mental health and a healthy work-life balance. According to Aust et al., (2020), employee well-being is not only the responsibility of the company but also a long-term investment that can improve the overall performance of the organization. This concept becomes more important as awareness of mental health issues in the workplace increases and the need to create a work environment that supports long-term productivity. SHRM also emphasizes the importance of creating an inclusive and diverse work environment, which can support employee engagement and reduce turnover rates.

Another fundamental component of SHRM is an environmental sustainability orientation, which refers to a company's commitment to reducing its operational impact on the environment. (Renwick et al., 2013) state that implementing "green HRM practices," such as sustainability-focused hiring and training, can help companies achieve their environmental goals while creating an organizational culture that is more conscious of ecological impacts. Through training programs that support sustainability skills, companies can empower employees to contribute directly to the company's environmental impact reduction efforts.

In addition, the continuous employee development component is also an important pillar in SHRM. According to Jabbour & Santos, (2008), continuous training not only improves the technical competence of employees but also provides them with relevant skills in the context of sustainability. This includes training on energy efficiency, waste management, and environmental awareness in the workplace, all of which are designed to build HR capacity that is responsive to sustainability issues. By providing employees with the appropriate skills, organizations not only strengthen their competitiveness but also demonstrate a long-term commitment to sustainability.

On the other hand, SHRM also emphasizes the importance of implementing policies that support social sustainability, such as policies on inclusivity, gender equality, and diversity. Aust et al., (2020) show that implementing inclusive policies that encourage diversity can provide

strategic benefits to organizations, such as increased innovation and positive corporate reputation. In an inclusive work environment, employees feel more valued and motivated to contribute to organizational goals, which ultimately strengthens a work culture that supports sustainability.

In addition to internal benefits, good SHRM implementation also provides external benefits, such as improving the company's reputation and the ability to attract high-quality talent. In their study, (Renwick et al., 2013) showed that companies that proactively adopt SHRM principles have a greater ability to retain employees, improve their reputation, and attract investors who care about sustainability. This suggests that SHRM not only strengthens a company's internal performance but also broadens its external appeal, helping companies adapt to the demands of increasingly sustainable consumers.

By understanding the basic concepts of SHRM, companies can build an HR approach that not only benefits economic growth but also supports social and environmental well-being (Kramar & Graduate, 2010). This approach helps companies adapt to the sustainability trend that is increasingly popular among young and highly educated employees who are more concerned about the social and environmental impact of the organization. Thus, SHRM is not only the foundation of modern HR management but also a strategy to create a positive impact for all stakeholders.

c. Objectives of sustainability human resource management

Sustainable Human Resource Management (SHRM) has several main objectives that reflect the organization's commitment to integrating sustainability principles into human resource management. These objectives include improving employee well-being, reducing environmental impact, developing employee capacity, and creating an inclusive and diverse work environment. According to Ehnert et al., (2015), the goal of SHRM is to maintain a balance between short-term productivity needs and long-term sustainability, not only for the organization but also for employees and the wider community. By adopting SHRM principles, organizations can be more responsive to social and environmental demands, which will ultimately strengthen the company's competitiveness in the global market.

One of the main goals of SHRM is to improve employee well-being, which includes aspects of physical, mental health, and work-life balance. Aust et al., (2020) emphasize that employee well-being is a long-term investment that increases employee productivity and retention. SHRM encourages companies to implement policies that support employee well-being, such as flexible working hours, mental health support, and a healthy work environment. By supporting well-being, organizations not only improve employee performance but also create a stronger relationship between employees and the company, which supports long-term sustainability.

In addition to employee well-being, another goal of SHRM is to reduce the environmental impact of a company's operations. Renwick et al., (2013) noted that organizations that adopt SHRM can integrate "green HRM practices," such as green recruitment, sustainability training, and waste management, to help achieve environmental sustainability goals. In this way, SHRM

allows organizations to contribute to a reduced carbon footprint and more efficient use of resources. For example, some multinational companies adopt environmentally friendly practices in employee recruitment and training, such as encouraging the use of public transportation or implementing a "paperless office" to minimize waste.

Another goal is to develop employee capacity and skills to support the organization's sustainability initiatives. SHRM encourages training and development that focuses on green skills and sustainability awareness among employees (Jabbour & Santos, 2008). By equipping employees with relevant knowledge and skills, organizations can create a workforce that is responsive to sustainability issues and able to innovate in response to environmental and social challenges. This sustainability training often includes resource management, energy efficiency, and waste management, which contribute to the company's ability to achieve its overall sustainability goals.

In addition, SHRM also aims to build an inclusive and diverse work environment, which is important for creating a supportive and collaborative work culture. Aust et al., (2020) stated that diversity and inclusivity in the workplace are important elements of SHRM, which can increase innovation and support the achievement of the company's social goals. Organizations that practice SHRM often commit to anti-discrimination policies, gender equality programs, and other inclusive policies that encourage the involvement of all employees regardless of their background. By creating an inclusive environment, organizations can increase employee loyalty and support social sustainability in the workplace.

In addition to internal benefits, SHRM also aims to build a positive reputation for the company in the eyes of the public. By adopting sustainable HR practices, organizations can attract employees who care about sustainability, as well as strengthen a positive image in the eyes of consumers and the wider community. Renwick et al., (2013) showed that companies with a positive reputation for sustainability tend to be more likely to attract investors who care about social and environmental responsibility. This shows that SHRM not only strengthens the internal appeal of the organization, but also expands the external appeal that supports long-term sustainability. Furthermore, the goal of SHRM is to build a more resilient and adaptive organization amidst the rapid changes in the business environment. SHRM focuses on creating an organizational culture that is flexible and responsive to global and local sustainability issues. Freeman (1984) in Stakeholder Theory suggests that organizations that consider stakeholder interests will be better able to survive and thrive in the long term. In this context, SHRM helps companies adapt to the changing needs and preferences of stakeholders who are increasingly concerned about sustainability issues.

SHRM also aims to ensure that sustainability principles are an integral part of the organization's overall strategy. By integrating these principles into HR policies, organizations can more easily respond to global demands to operate ethically and responsibly. Consistent SHRM implementation can strengthen the link between sustainability and HR management, creating alignment between the organization's short-term goals and broader long-term sustainability goals (Aust et al., 2020).

By understanding the objectives of SHRM, organizations can take strategic steps to create a work environment that is not only productive but also supports the well-being of employees, the environment, and the wider community. This provides long-term benefits to the organization in the form of improved reputation, adaptability, and achievement of sustainability goals. SHRM serves not only as a sustainable HR management approach but also as a strategic foundation that supports the achievement of economic, social, and environmental goals (Stankeviciute & Savaneviciene, 2013).

III. METHODS

This study uses a qualitative approach (Sugiyono, 2016) to explore the implementation of sustainability human resource management (SHRM) in organizations, focusing on important instruments such as HR recruitment, personnel placement, HR management, HR marketing, staff retention, termination of employment, and management and leadership (Zaugg et al., 2001). The qualitative approach was chosen because it is able to provide an in-depth understanding of the direct experiences and perceptions of HR practitioners regarding the implementation of sustainability-oriented policies. A phenomenological design was applied to explore the subjective experiences of participants involved in the implementation of SHRM. Data analysis was conducted using thematic analysis methods to identify key patterns and themes from the interviews. This process included transcribing, coding, and grouping data into themes related to the SHRM instruments studied. The validity of the study was maintained through data triangulation and member-checking, where participants were asked to review the researcher's interpretations to ensure the accuracy and credibility of the data.

IV. RESULT AND DISCUSSION

The results of this study show the various approaches and challenges faced by organizations in implementing each SHRM instrument, as well as their implications for the sustainability of human resources and the organization as a whole.

Human Resource Recruitment

In the application of SHRM, HR recruitment focuses on finding candidates who not only meet technical requirements but also have sustainability awareness. Based on interviews with participants, organizations tend to prioritize prospective employees who understand the importance of sustainability and demonstrate a commitment to these values. For example, some companies include assessments on environmental awareness or social responsibility as part of the selection process. This practice helps companies select employees who are not only able to work efficiently but also contribute to the organization's sustainability goals.

In the implementation of sustainability human resource management (SHRM), the HR recruitment process has a strategic role in forming a workforce that not only meets technical needs, but is also in line with the organization's sustainability commitment. Based on the results of interviews with various HR practitioners, it appears that organizations that implement SHRM are increasingly selective in selecting candidates, prioritizing individuals who are aware

of and care about sustainability values. This recruitment is no longer just looking for technical qualifications, but also assessing the character and personal values of candidates who are considered in accordance with the organization's sustainability vision.

The candidate selection process at these organizations often includes specific assessments designed to gauge a candidate's understanding and experience with sustainability issues. For example, some companies use case studies or scenarios about environmental or social challenges in interviews, allowing candidates to demonstrate their critical thinking on sustainability issues. This approach provides the organization with insight into how the candidate would respond to or support sustainability initiatives that are part of the company's business strategy.

Additionally, organizations are increasingly assessing candidates based on their practical experience in sustainability projects, such as social activities, environmental projects, or corporate social responsibility (CSR) activities. Candidates with such experience are considered better prepared to contribute to the implementation of SHRM strategies that focus on developing a sustainable work culture. This practice signals that the company values the candidate's alignment of values and commitment to their long-term goals, and that sustainability is not just an additional initiative, but an integral part of the company's identity.

The use of this approach is also supported by the involvement of sustainability leaders or specialists in the interview process. These leaders can evaluate the extent to which candidates have an understanding of the importance of sustainability and are able to integrate these values into the job role offered. In many cases, these interviews are conducted to identify candidates who can not only perform their duties efficiently, but also have enthusiasm in creating a positive impact on the organization and its surroundings. The presence of leaders in the interview provides validation that the company's sustainability values are embedded since the selection process and that the selected candidate is expected to be an agent of change for the company's sustainability culture.

Furthermore, many organizations have included assessments related to a candidate's lifestyle or daily actions as factors that are considered relevant. For example, questions about environmentally friendly habits, such as reducing plastic waste, using public transportation, or contributing to the environmental community, are often used to assess a candidate's commitment to sustainability. This step shows that organizations are looking not only for technically capable employees, but also for individuals who are able to implement sustainable practices inside and outside the workplace.

By recruiting employees who are committed to sustainability, organizations hope to build a workforce that is proactive in supporting existing sustainability initiatives and helping to drive sustainability awareness in the workplace. This recruitment approach allows companies to more easily achieve sustainability goals because employees already have intrinsic motivation that aligns with the company's values. This creates a workforce that not only contributes to operational success but is also active in supporting the long-term sustainability vision.

Overall, the application of SHRM in HR recruitment gives organizations a strong competitive advantage, namely a work team that is not only highly capable, but also committed to participating in sustainability. Companies that successfully instill sustainability principles in the selection process will have employees who are more responsive to environmental and social issues, strengthen the culture of sustainability, and have the potential to become pioneers in creating positive impacts in the business environment and society.

Personnel Deployment

Personnel placement in SHRM is designed to ensure that employees are in positions that best suit their abilities and interests, while taking sustainability into account. Research shows that some organizations rotate jobs to provide a broader understanding of the organization's functions and the sustainability issues it faces. This approach not only increases employee flexibility but also allows them to contribute innovative ideas across different parts of the organization. In addition, effective placement also helps minimize the risk of role mismatch, which can reduce turnover rates.

Personnel placement in the context of sustainability human resource management (SHRM) focuses on placing employees in positions that best suit their skills, interests, and sustainability values. This is important to create synergy between individual abilities and organizational goals. In this study, it was found that organizations that implement SHRM tend to conduct a thorough analysis of employee potential before determining the right position. In this way, organizations can not only maximize employee productivity but also ensure that they feel connected to their work and to the larger sustainability goals.

One common practice in personnel placement is job rotation, where employees move between positions within the organization to gain diverse experiences. Research shows that job rotation helps employees understand different functions and responsibilities within the organization, as well as broaden their horizons about sustainability-related challenges and opportunities. For example, an employee who initially worked in the marketing department may move to the product development department, where they can see how sustainability practices are applied in product design. This approach also allows employees to develop new skills and improve their adaptability, which in turn contributes to innovation in the workplace.

Furthermore, effective personnel placement in SHRM not only aims to meet the needs of the organization, but also pays attention to employee welfare and satisfaction. When employees are placed in positions that match their interests and abilities, they tend to be more satisfied and motivated to actively contribute to organizational goals. This has positive implications for employee retention, where turnover rates can be minimized. Research shows that employees who feel they fit their positions are more likely to stay in the long term, reducing the costs and time associated with the recruitment and training process for new employees.

Implementing a sustainability-oriented workforce also creates a work environment that supports collaboration and the exchange of ideas. By allowing employees to explore different roles, organizations can facilitate discussions about best practices and innovative ideas related to sustainability. For example, employees from different departments can come together to

share their experiences and ideas on sustainability projects, which can lead to new and effective solutions to challenges facing the organization. This collaborative approach not only enhances creativity but also strengthens the culture of sustainability within the organization.

One of the challenges in sustainability-focused staffing is ensuring that all employees receive the training and development necessary to succeed in their new roles. Organizations must provide adequate resources and support to help employees adapt to new roles and responsibilities. This can include formal training, mentoring, or professional development programs designed to enhance sustainability-relevant skills. By investing in employee development, organizations not only enhance individual capabilities but also create a workforce that is more skilled and committed to sustainability goals.

With all these practices, effective staffing in SHRM is not just about putting people in the right positions, but also about creating an ecosystem where employees can thrive and contribute to sustainability initiatives. Research shows that organizations that integrate sustainability into their staffing strategies tend to have higher levels of employee engagement and better outcomes in achieving sustainability goals. Thus, staffing that focuses on sustainability is key to building a resilient and future-oriented organization.

Human Resource Management

Human resource management (HRM) within the framework of sustainability human resource management (SHRM) emphasizes policies and practices that support employee well-being and engagement, while integrating sustainability principles. The main goal of this approach is to create a work environment that is conducive to employee personal and professional development, so that they are more motivated to support the company's sustainability goals. Based on interviews with practitioners, many organizations implement policies that encourage work-life balance as part of this effort. These policies include flexible work, family leave, and mental health support, all of which are designed to create a work culture that is oriented towards the long-term well-being of employees.

One example of flexible work practices implemented is a remote work policy or flexible working hours. These policies allow employees to balance their work and personal lives, which has been shown to increase their satisfaction and productivity levels. In the context of SHRM, flexible work is also considered a more sustainable approach, as it can reduce environmental impacts such as office energy use and transportation emissions. Organizations that successfully implement these policies are reported to have higher levels of employee engagement, as employees feel valued and cared for by the company in various aspects of their lives.

In addition, health facilities are also one of the main focuses in sustainable HR management. Many organizations provide health programs such as psychological consultation services, regular health checks, or sports facilities for employees. This approach not only maintains employees' physical health but also supports their mental well-being, which ultimately contributes to better work performance. Interview results show that with these facilities, employees feel more involved and have a more positive relationship with the company. This higher engagement also helps organizations achieve their long-term goals, as well-off

employees tend to be more committed and productive. However, implementing a comprehensive wellness program also faces the challenge of high costs. Providing health facilities and flexible work policies requires significant investment, both in terms of infrastructure and operational budget. Not all organizations have the resources to fund such programs on an ongoing basis, especially small and medium-sized companies that face budget constraints. This is often a major obstacle to consistent SHRM implementation, because even though companies recognize the importance of employee well-being, financial constraints can hinder the implementation of such policies.

As a solution, some organizations try a phased approach to implementing wellness programs to reduce costs. For example, companies can start by implementing flexible work policies without requiring additional facilities, or provide basic health services before expanding the program to other areas. This approach allows organizations to test the effectiveness of the program gradually and adjust budget allocations according to the results obtained. In this way, organizations can gradually build a more sustainable work environment without sacrificing financial stability.

Top management involvement is also a key factor in the success of sustainable HR management. Based on interviews, organizations with leaders who are committed to sustainability tend to be more successful in implementing policies that support employee well-being. Leaders who are proactive in promoting work-life balance and supporting employee wellness initiatives can influence the overall culture of the organization. Strong leadership creates a climate conducive to the implementation of SHRM policies, which not only retains employees but also strengthens the organization's image as a sustainable and employee-friendly workplace. Overall, SHRM HR management plays a significant role in creating a work environment that is oriented towards sustainability and well-being. Although there are challenges in its implementation, such as high costs and limited resources, these practices bring long-term benefits to the organization. With employee well-being maintained and high levels of engagement, organizations are better equipped to achieve their sustainability goals while attracting and retaining quality talent.

Human Resource Marketing

Sustainability-oriented HR marketing in sustainability human resource management (SHRM) plays a vital role in attracting and retaining quality talent that aligns with the company's sustainability values. In an effort to build an attractive image for prospective employees, organizations highlight their commitment to environmental and social issues that are of primary concern to today's generation. Based on interviews with HR practitioners, organizations that are able to effectively promote their sustainability vision tend to be more successful in attracting candidates with the same vision, thus building a more harmonious workforce that is aligned with the company's long-term goals.

One of the key strategies used in sustainability-oriented HR marketing is to leverage social media and career platforms to communicate sustainability initiatives. Using platforms like LinkedIn, Instagram, and the company website, organizations can highlight their efforts to

reduce environmental impact, support social responsibility, and champion inclusivity. Content that showcases sustainability projects, awards received, and social responsibility programs can leave a positive impression on potential employees. This approach not only attracts candidates who care about sustainability values, but also builds a positive reputation for the company as an ethical and socially responsible workplace.

Additionally, organizations that implement SHRM also communicate their sustainability values throughout the recruitment process, from job postings to interviews. Using language that emphasizes the company's commitment to sustainability can attract candidates who are aware of the importance of environmental and social issues. For example, organizations can mention green initiatives carried out in the office, policies to reduce emissions, or the company's contributions to social projects in the community. This approach helps potential employees understand that sustainability is an integral part of the company's culture, which in turn can attract candidates with aligned values.

Effective HR marketing also has a positive impact on the loyalty of existing employees. Employees who feel that the company they work for has a strong commitment to sustainability tend to feel more proud and motivated to stay for the long term. Studies show that employees who work for companies with a good reputation for sustainability are more likely to be actively engaged in their work, because they feel that their contributions contribute to a greater purpose. Thus, HR marketing not only helps attract new talent but also serves as an effective retention strategy. Furthermore, organizations can strengthen sustainability-oriented HR marketing through employee involvement in sustainability campaigns. For example, companies can involve employees in environmental activities, such as tree planting or waste reduction projects, which are then shared on social media. In this way, employees not only become company ambassadors but also support the company's image in the public eye. When prospective employees see employees who are directly involved in sustainability initiatives, they will be more interested in joining and contributing to a company that has a positive and proactive work culture.

Organizations that successfully market their people through a sustainability perspective also often highlight their achievements and commitment to sustainability at career and campus events. At events such as job fairs, seminars, or internship programs, companies can showcase the sustainability programs they have implemented. For example, companies can explain how their sustainability policies are applied in their daily operations, such as reducing energy use or flexible work policies that support work-life balance. By highlighting sustainability in these public settings, companies can attract a younger generation that is increasingly concerned with environmental and social issues.

Overall, sustainability-oriented HR marketing is an essential strategy in attracting candidates who are aligned with the company's values. In addition to providing a competitive advantage in recruitment, this strategy also strengthens the bond between employees and the company, creating higher loyalty. Organizations that successfully implement effective HR marketing in the context of sustainability not only enhance their reputation with potential employees, but also ensure that they are building a workforce that is committed to long-term sustainability.

Retention of Staff

Staff retention in the context of sustainable human resource management (SHRM) is an important strategy for organizations to retain high-performing employees who are aligned with the long-term sustainability vision. In this study, it was found that organizations that are oriented towards sustainable staff retention tend to focus more on developing employee skills that support sustainability goals. This approach involves training in specific skills, such as green skills, energy management, and understanding of carbon emission reduction. These skills are not only relevant to the needs of the organization but also provide added value to employees, who feel that they are developing in areas that are important to the future of the environment and society.

In addition to ongoing skills training, some organizations implement more in-depth career development programs to retain their talent. These programs allow employees to plan their career paths while contributing to the company's sustainability goals. For example, organizations can offer promotion opportunities that are linked to sustainability projects, such as developing green products or energy-saving initiatives. This helps employees feel like they have a clear future at the company and gives them an additional reason to stay, especially if they feel that their values and skills align with the company's direction.

Reward systems are also a key approach to sustainable staff retention. Many organizations that implement SHRM use contributions-based rewards for sustainability initiatives. Employees who demonstrate a high level of commitment to supporting sustainability projects, for example, may receive special incentives or awards. Research participants reported that these reward systems were effective in encouraging employees to become more actively involved in sustainability programs and also increased their satisfaction. These sustainability-based rewards show employees that the company values their dedication to social and environmental values.

An organizational culture that supports sustainability also plays a significant role in staff retention. Employees who work in an environment that is concerned with sustainability issues tend to be more motivated and loyal to the organization. The study found that a culture that focuses on sustainability makes employees feel proud to work for the company. Organizations that consistently integrate sustainability principles into their daily activities, such as waste reduction or energy efficiency, create an environment that is attractive to employees who care about the future of the planet and society. Employees who feel that they are working for a purpose greater than just the company's bottom line are more likely to stay in the long term.

In addition to creating a conducive culture, open communication is also a key factor in improving staff retention. Employees who feel they are heard and have the opportunity to share their views on sustainability initiatives tend to be more engaged and satisfied with their jobs. Organizations can create communication channels that allow employees to speak openly about challenges and opportunities in sustainability initiatives. This creates a collaborative and innovative environment, where employees feel that their contributions are considered and valued by the company.

Sustainable staff retention approaches also involve adjusting work-life balance, which is an important aspect for modern employees. In a SHRM environment, organizations take into account employee well-being by offering flexibility, such as remote work or flexible working hours. These policies not only reduce stress but also allow employees to be more involved in the company's sustainability programs, both inside and outside the workplace. By reducing stress levels and improving work-life balance, organizations create ideal conditions for employees to stay and thrive.

Overall, staff retention in SHRM does not only involve conventional approaches, but also prioritizes sustainability values that support the company's long-term goals. Organizations that successfully retain high-performing employees through skill development, rewards, supportive culture, open communication, and a healthy work-life balance tend to have employees who are more emotionally engaged and committed to the organization's sustainability goals.

Dis-employment

Termination of employment in the framework of sustainable human resource management (SHRM) emphasizes responsible and ethical implementation, taking into account the social and economic impacts on affected employees. Unlike conventional layoff processes, SHRM layoffs seek to mitigate the negative impact on employees by providing significant support during the transition. For example, some organizations offer outplacement programs, which include career guidance and new skills training to help affected employees find new jobs. This approach demonstrates the company's commitment to social responsibility, where layoffs are not only considered as terminations, but also as a process managed with empathy.

In addition to outplacement programs, organizations that implement SHRM also often provide re-skilling for employees affected by layoffs. By providing additional training, companies help employees stay relevant in an ever-changing job market. This training can include in-demand technical skills, such as information technology or project management, as well as soft skills such as communication or time management. These training programs allow employees to update their skills, which increases their chances of finding a suitable new job. Organizations that offer re-skilling tend to be viewed more positively in the community because they appear to care about the well-being of employees even after they leave the company.

A sustainable layoff approach also involves open and transparent communication with employees throughout the layoff process. Organizations that prioritize transparency will provide clear explanations of the reasons for the layoff and give employees ample time to adjust. In interviews, several participants stated that clear communication can help employees feel more valued and reduce feelings of uncertainty. By maintaining good communication, companies can prevent dissatisfaction and tension that can negatively impact the work climate and company reputation.

This ongoing layoff approach also often faces cost and time constraints. Not all organizations have the budget to provide outplacement programs or skills training for employees affected by layoffs. The cost of training programs and career counseling can be an additional burden for companies, especially in difficult financial times. However, some organizations find a solution

by partnering with training institutions or recruitment firms to provide these services at a more affordable cost. This approach allows companies to continue to provide support to employees without compromising on budget constraints.

In addition to cost constraints, the ongoing layoff process also requires sufficient time for planning and implementation. Organizations must prepare training programs, career counseling, and effective communication so that the layoff process can run smoothly. This time requirement can sometimes be an obstacle for companies that want to restructure or reduce employees quickly. However, many organizations realize that the effort in preparing responsible layoffs will bring long-term benefits, both in terms of reputation and the loyalty of remaining employees.

A company's reputation in the community is also greatly influenced by how it handles layoffs. Organizations that are able to implement layoffs responsibly are often viewed more positively by the public and attract potential employees. Potential employees are more likely to choose companies that have a good reputation for HR management and demonstrate a commitment to employee welfare, even when they have to leave the company. Therefore, implementing sustainable layoffs can provide long-term benefits for organizations by strengthening the company's positive image in the eyes of potential employees and the wider community.

Overall, SHRM-based redundancy is a more humane and sustainable process than the conventional approach. By providing support during the transition, whether through outplacement programs, skills training, clear communication, or considering cost and time aspects, organizations demonstrate their commitment to social responsibility and sustainability. This sustainability-oriented redundancy approach helps create a healthier work environment, where employees feel valued and supported even in difficult situations. This not only strengthens the bond with remaining employees but also has a positive impact on the overall image of the company.

Management and Leadership

Management and leadership play a key role in implementing sustainability human resource management (SHRM) throughout an organization, as strong and visionary leadership can guide and inspire employees to commit to sustainability goals. Based on research, the success of SHRM is highly dependent on how leaders instill sustainability values in daily operations. Leaders who understand the essence of SHRM will be more effective in motivating employees to engage in corporate sustainability initiatives. For example, leaders who support waste reduction, efficient use of resources, or recycling initiatives in the workplace demonstrate a real commitment to sustainability and inspire employees to do the same.

In addition to providing inspiration, effective SHRM leaders also serve as role models for sustainability practices. By implementing environmentally friendly practices, such as reducing energy use or prioritizing more environmentally friendly raw materials, leaders demonstrate that they truly care about the environmental impact of their company's operations. This attitude has a positive impact on the overall organizational culture, where employees feel that sustainability goals are not just a formality but are truly a priority. Leaders who consistently

provide real examples of sustainability will be able to integrate these values into employees' daily attitudes and behaviors.

Furthermore, the role of leaders in SHRM includes developing a work culture that is inclusive and open to change. In this context, leaders must be able to build an organizational culture that is responsive to sustainability issues and supports innovation. Inclusive leadership creates an environment where every employee feels that they have a significant contribution to make in achieving the company's sustainability goals. For example, in some organizations, leaders actively encourage employees to share ideas related to reducing waste or increasing energy efficiency. By supporting initiatives that arise from employees, leaders help create a stronger sense of ownership of sustainability goals.

Leaders who support SHRM also need to have solid managerial skills in managing organizational change. SHRM implementation often involves significant changes in policies and procedures, which may create resistance among employees. Therefore, leaders must be able to communicate the benefits of this sustainable approach clearly and convincingly. Based on interviews with several participants, effective communication from leaders helps employees understand how SHRM can provide long-term benefits to the environment, society, and the stability of the organization itself. This approach helps reduce resistance to change and increases employee support.

In addition to managing change, good leaders in SHRM also act as facilitators of sustainability-related skills development. These skills are essential in addressing the ever-growing environmental and social challenges. Organizations that are successful in SHRM often have leaders who actively support training and skills development, such as energy efficiency, waste management, or environmentally friendly technologies. By investing in these skills developments, leaders help ensure that employees not only have the necessary knowledge, but are also able to adapt to the changing demands of sustainability.

Furthermore, effective SHRM leaders understand the importance of collaboration and teamwork in achieving sustainability goals. They foster cross-departmental collaboration to support sustainability programs. For example, collaboration between HR and environmental teams can create policies that integrate sustainability strategies into employee recruitment and training. Leaders who are able to foster this cross-departmental collaboration strengthen the overall culture of sustainability, making sustainability a core value that engages all parts of the organization.

Overall, SHRM-supportive management and leadership serve as the foundation for effective implementation of sustainability strategies. Inspirational, responsible, and sustainability-focused leaders not only increase employee engagement and loyalty, but also build a positive reputation for the company in the eyes of the public. SHRM leadership is a critical factor in determining the extent to which an organization can achieve its sustainability goals while creating a broad positive impact on the environment and society.

V. CONCLUSION

The conclusion of this study emphasizes the importance of implementing Sustainability Human Resource Management (SHRM) as a key strategy in achieving corporate sustainability goals. In this context, every component of SHRM, from recruitment to termination, plays an important role in supporting employee well-being, retaining talent, and enhancing the organization's commitment to social and environmental issues. Through a sustainable approach, companies are not only able to build a more inclusive and adaptive work environment, but also strengthen relationships with stakeholders, including employees and the communities around them.

In the area of recruitment and placement of personnel, a focus on sustainability values helps organizations select and place employees who are aligned with the company's vision. Sustainable HR management then plays a vital role in retaining quality staff, while an effective HR marketing strategy supports a positive corporate image and strengthens the company's appeal to potential employees who share its vision. Employee retention efforts through sustainability-relevant skills development and responsible layoff practices demonstrate a company's concern for its employees, even in the face of economic challenges.

The role of management and leadership in SHRM is not only to inspire employees to commit to sustainability, but also to facilitate organizational change that supports long-term sustainability. Sustainability-oriented leadership can create an inclusive, adaptive, and innovative work culture, where employees feel supported in developing the skills needed in an evolving workplace.

Thus, SHRM not only provides benefits to employees and organizations but also creates positive impacts on society and the environment. Effective SHRM implementation enables companies to increase employee loyalty, reduce turnover rates, and achieve greater operational stability in facing future challenges. Ultimately, SHRM contributes to the success of organizations in running more sustainable and responsible businesses.

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