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Implementation of Green Human Resource Management to Support Sustainability at Pesona Batik Jombang MSMEs

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Abstract

Purpose – Batik MSMEs face increasing demands to adopt environmentally sustainable practices while maintaining business performance. Although Pesona Batik Jombang has implemented several environmentally friendly production activities, the integration of Green Human Resource Management (GHRM) into its human resource practices remain unclear. This study aims to analyze the implementation of GHRM and its role in supporting sustainability at Pesona Batik Jombang MSMEs.

Design/methodology/approach – This study employed a descriptive qualitative approach. Data were collected through semi structured interviews, observations, and documentation involving two key informants, namely the business owner and one employee. Data were analyzed using data reduction, data display, and conclusion drawing techniques.

Finding/Results – The findings reveal that GHRM implementation at Pesona Batik Jombang remains largely informal and has not been integrated into formal human resource policies. Green Training and Development and Green Employee Relations have been implemented through environmental awareness activities and employee involvement in environmentally friendly practices. However, Green Recruitment, Green Performance Management, and Green Compensation have not been formally implemented due to the

absence of environmental criteria and performance-based reward systems.

Originality/Value – These practices contribute to sustainability through environmentally responsible production processes and employee participation in environmental management. The study highlights the need for more structured GHRM policies to strengthen sustainability in batik MSMEs.

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INTRODUCTION

The batik industry plays an important role in preserving Indonesian cultural heritage and contributing to local economic development. However, batik production activities often generate environmental challenges, including wastewater, chemical residues, high water consumption, and solid waste (Indrayani, 2019). Increasing environmental awareness and sustainability demands require batik enterprises to adopt environmentally responsible business practices (Indarti et al., 2020). Therefore, sustainability has become an important issue for batik businesses, particularly Micro, Small, and Medium Enterprises (MSMEs), which often face limitations in resources, technology, and environmental management systems.

Green Human Resource Management plays a key role in encouraging SMEs to implement sustainable practices. Through green recruitment, training, performance management, compensation, and employee involvement, organizations can encourage employees to adopt environmentally responsible behavior (Nawang Sari & Sutawidjaya, 2019). These practices may contribute to environmental sustainability through waste reduction and resource efficiency, social sustainability through employee participation and awareness, and economic sustainability through improved operational effectiveness and business

competitiveness.

Eko Yudiandri & Sulistyono (2024) state that the implementation of Green Human Resource Management can support improvements in the quality of human resources in the batik industry and strengthen its competitiveness in the market, including the potential for a better reputation at both the national and international levels. Pesona Batik Jombang is one of the batik MSMEs in Jombang regency that has adopted several environmentally friendly initiatives, including the use of natural dyes, wastewater treatment facilities, and participation in environmental training programs. The business also involves employees in production processes that emphasize environmental awareness. Despite these initiatives, it remains unclear whether environmental practices have been systematically integrated into human resource management activities through the implementation of GHRM.

Although environmentally friendly production practices have been implemented, limited evidence is available regarding how GHRM is applied in batik MSMEs and how such practices contribute to organizational sustainability. In many MSMEs, human resource management systems tend to be informal and undocumented (Sono & Limpo, 2024).

Creating challenges in implementing structured GHRM practices. Therefore, understanding the implementation of GHRM in the context of batik MSMEs remains an important research issue. Previous studies on GHRM have predominantly focused on large organizations and service sectors such as hotels and manufacturing companies. Research examining GHRM implementation in batik MSMEs remains limited, particularly in the context of environmentally oriented batik businesses. Furthermore, few studies have explored how individual dimensions of GHRM are implemented and how they contribute to environmental, social, and economic sustainability within MSMEs.

Based on the above description, the focus of this study is on how Green Human Resource Management is implemented to support sustainability at Pesona Batik Jombang and whether there are any obstacles to the implementation of Green Human Resource Management. This study aims to analyze the implementation of Green Human Resource Management and its contribution to sustainability at Pesona Batik Jombang MSMEs. The

study contributes to the literature by providing empirical evidence on GHRM implementation in a batik MSME context and offers practical insights for MSME owners seeking to integrate environmental sustainability into human resource management practices.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Green Human Resource Management

Green Human Resource Management refers to all activities related to the development, implementation, and ongoing maintenance of a system designed to make an organization's employees environmentally conscious. This aspect of HR management focuses on transforming ordinary employees into environmentally conscious ones so that they can achieve the organization's environmental goals and ultimately make a significant contribution to environmental sustainability. This concept refers to policies, practices, and systems that make an organization's employees environmentally friendly for the benefit of individuals, society, the natural environment, and the business (Opatha & Arulrajah, 2014). Green Human Resource Management is increasingly viewed not merely as a set of environmentally oriented human resource practices but as a strategic approach that enables organizations to achieve sustainability objectives.

Renwick et al. (2013) explains that GHRM practices can be implemented across several key dimensions, namely green recruitment, green training and development, green performance management and appraisal, green compensation, and green employee relations. These dimensions were adopted because they comprehensively explain environmental integration across all key functions of human resource management, namely recruitment, training, performance management, compensation, and employee relations. Although these dimensions were originally developed in the context of formal organizations, they remain relevant to MSMEs because they provide a conceptual framework for evaluating both formal and informal human resource practices. Unlike large organizations, MSMEs generally operate with limited financial resources, simple

organizational structures, and informal human resource management systems (Sono & Limpo, 2024). Consequently, GHRM implementation in MSMEs often relies on organizational culture, owner commitment, and employee participation rather than documented human resource policies.

Sustainability in the Batik Industry

The sustainability of the batik industry focuses not only on economic aspects but also encompasses environmental and social aspects. The batik industry has the potential to generate liquid waste, use chemicals, and consume significant amounts of water, all of which require sustainable management. The sustainability of the batik industry can be viewed through three main dimensions, environmental, socio cultural, and economic (Purwaningsih et al., 2016). Environmental sustainability refers to an organization's ability to create positive social value through employee involvement and community development (Purwaningsih et al., 2016). In this study, environmental sustainability is analyzed based on the use of environmentally friendly materials, waste reduction and management, as well as efficient use of water and energy resources.

Social sustainability refers to an organization's ability to create positive social value through employee involvement and community development (Dhimas Tribuana, Usman, 2025). This study examines social sustainability through employee participation, knowledge sharing, preservation of batik as cultural heritage, and community empowerment. Economic sustainability refers to an organization's ability to maintain long-term business performance while creating economic value (Budianto & Zaman, 2025). In this study, economic sustainability is analyzed through productivity improvement, cost efficiency, enhanced business competitiveness, and business continuity.

Based on the environmental, social, and economic dimensions, sustainability in this study is used as an analytical framework to examine how Green Human Resource Management practices contribute to sustainability at Pesona Batik Jombang MSMEs. Previous studies have examined the implementation of Green Human Resource Management (GHRM) across various organizational contexts. Studies conducted by Arini (2024) focused on the

hospitality sector, while Nofriyanti & Prasetya (2024) examined GHRM implementation in a batik MSME. These studies generally indicate that GHRM supports organizational sustainability through environmentally oriented human resource practices. However, they primarily describe the implementation of GHRM in organizations with different characteristics or focus on broader organizational outcomes. Limited attention has been given to how the five dimensions of GHRM are implemented within batik MSMEs that rely on informal human resource management systems, particularly in the context of Pesona Batik Jombang.

METHODOLOGY

This study employs a qualitative research method. The research approach used is descriptive qualitative. The main characteristics of this research method include the researcher's direct involvement in the field, acting as an observer, categorizing participants, observing phenomena, recording observations in a field notebook, refraining from manipulating variables, and emphasizing naturalistic observation (Ismail Suardi Wekke, 2019). This study employed a descriptive qualitative approach to examine the implementation of Green Human Resource Management (GHRM) in supporting sustainability at Pesona Batik Jombang MSMEs. A qualitative approach was chosen because it enables an in-depth understanding of the implementation of GHRM practices within the natural context of the organization.

The study was conducted over a two-month period, from Oktober to November 2025. Data collection methods included observation, semi-structured interviews with survey participants, and document analysis. The informants consisted of two individuals, the owner and an employee of Pesona Batik Jombang. Informant were selected using purposive sampling to obtain information relevant to the research objectives. The study involved two key informants, the owner of Pesona Batik Jombang, who has managed the business for approximately ten years and was selected because of their role in making strategic decisions related to environmental practices and human resource management,

and one production employee, who has worked for approximately five years and was selected due to their direct involvement in daily production activities and the implementation of environmentally friendly practices.

This study utilized two data sources, primary data, obtained through semi-structured interviews and field observations, and secondary data, additional information derived from company documents, internal policies, and relevant academic references. The data analysis techniques employed in this study included data reduction, data presentation, and drawing conclusions. During the analysis, information obtained from interviews, observations, and documentation was organized and interpreted according to the five dimensions of Green Human Resource Management. To ensure the trustworthiness of the findings, this study applied credibility through source triangulation, prolonged observation, and the use of supporting documents to verify information obtained from interviews and observations.

RESULTS AND DISCUSSION

Based on interviews conducted with the sources, it was found that Green Human Resource Management at Pesona Batik Jombang has not yet been fully implemented.

Green Recruitment

The employee recruitment process at Pesona Batik Jombang differs from that of many organizations because it emphasizes batik making skills and personal characteristics rather than formal educational qualifications. Employees are typically recruited from training programs organized by the department of industry and trade or the department of cooperatives. Green recruitment is a hiring process that prioritizes environmental sustainability when hiring employees (Munawarah et al., 2025). According to an interview with Ms. Nunuk, the owner, she stated that:

“what i need aren’t people with degrees, but those who can do canting and batik. The important thing is that they can work in the batik industry”.

This finding indicates that technical competence is considered more important than

administrative qualifications in the recruitment process. Although Pesona Batik Jombang does not implement a formal green recruitment policy, environmental values are introduced to prospective employees during the recruitment and orientation process. Employees are informed that the production process applies environmentally friendly practices, including the use of natural dyes derived from mahogany wood waste, jolawe fruit, roots, steems, and other plants as well as wastewater treatment through an IPAL system. This finding is supported by a production employee, who explained that environmental practices and regulations regarding the use of dyes and water are introduced at the beginning of employment.

According to Syafari (2022), green recruitment involves integrating environmental considerations into recruitment strategies, communicating environmental policies, and attracting candidates who possess environmental issues awareness and competencies. Based on these findings, green recruitment at Pesona Batik Jombang has not yet been implemented formally because environmental criteria are not used as the primary basis for employee selection. However, environmental values are introduced to new employees as part of the recruitment process. This indicates that the company has begun to incorporate green recruitment practices informally, reflecting the characteristics of MSMEs where human resource management is generally more flexible and less formalized. These practices also contribute to environmental sustainability by encouraging employees to understand and apply environmentally responsible production practices from the beginning of their employment.

Green Training and Development

Employee training and development are the most prominent aspects of the implementation of Green Human Resource Management at Pesona Batik Jombang. Various training are conducted regularly through collaboration with external stakeholders, including the local government, the Department of Industry, the Department of Cooperatives, and community service teams from universities. The training focuses not only on batik and canting techniques but also covers natural dyeing and waste management. Based on an interview

with Mrs. Nunuk, the company receives continuous guidance from university's community service team regarding environmentally friendly production practices. This is evident from Mrs. Nunuk's statement:

"we were supported by the staff at Wijaya Putra University, who guided me and explained that my batik falls under the category of green management. They taught us how to manage waste, we put it into practice, not just learned about it".

This finding indicates that environmental knowledge is primarily transferred through collaboration with external institutions rather than through internally developed training programs. The training also strengthens employees' environmental awareness. A production employee, explained that employees are introduced to proper waste management procedures, responsible use of dyes and water, and the operation of the wastewater treatment system (IPAL). These findings indicate that the training not only improves employees' technical competencies but also encourages environmentally responsible behavior in daily production activities.

According to Syafari (2022), green training and development includes providing environmental education, developing employees' environmental skills and knowledge, promoting environmentally friendly activities, and identifying training needs to support green initiatives. The findings suggest that Pesona Batik Jombang has successfully incorporated environmental values into employee training despite relying on external support. However, the training has not yet been developed through a structured training needs analysis or integrated into a formal human resource development program. Nevertheless, these training activities contribute to environmental awareness and competencies, while also supporting social sustainability through community participation in batik training and the preservation of local batik culture.

Green Performance Management and Evaluation

Green management and performance evaluation at Pesona Batik Jombang are carried out in a simple and informal manner, with a primary focus on the quality of production and

adherence to environmentally friendly principles. Performance evaluations are conducted when the quality of batik products does not meet expected standards, particularly regarding patterns, colors, and production processes. According to an interview with Mrs. Nunuk :

“evaluation comes into play here when we make batik, the result isn’t what we wanted. What’s missing? what could it be? well, that’s what we discuss together, in a family like atmosphere”.

This finding indicates that performance evaluation is carried out through direct discussion rather than through a formal appraisal system. The evaluation process also emphasizes employees’ compliance with environmentally responsible work practices, including the appropriate use of natural dyes, efficient water utilization, and adherence to waste management procedures. A production employee, explained that there is no written evaluation system, and feedback is delivered orally in an informal and supportive manner. In addition, employees are encouraged to improve their competencies by participating in advanced training programs organized at the regional and provincial levels.

According to Supardi et al. (2025), green performance management and evaluation involve assessing employees’ pro-environmental behavior, achievement of environmental objectives, participation in sustainability initiatives, and environmental performance. The finding indicate that, although environmental values have been integrated into daily supervision and performance discussions, Pesona Batik Jombang has not yet established a formal and measurable green performance evaluation system. This reflects the characteristics of MSMEs, where performance management is generally conducted informally through direct communication and continuous supervision. Nevertheless, these practices contribute to environmental sustainability by encouraging employees to consistently apply environmentally friendly production procedures and to continuously improve the quality of environmentally responsible batik products.

Green Compensation

Green compensation at Pesona Batik Jombang is carried out in a simple and flexible

manner, tailored to the characteristics of an MSME scale business and the established family like work culture. Compensation provided to employees includes bonuses after completing training, additional pay, and opportunities to market batik products independently. Based on an interview with Mrs. Nunuk, she confirmed that the bonus system is highly dependent on business conditions and sales results, as stated in the interview:

“If my sales are high, then i’ll give a bonus”.

The finding indicates that financial incentives are determined by the company’s business performance rather than through a formal compensation policy. In addition to financial rewards, employees are encouraged to develop their own marketing initiatives. A production employee, explained that employees are given the opportunity to sell batik products independently and earn additional income beyond their regular wages. This practice demonstrates that the company supports employees’ economic empowerment by providing greater autonomy and opportunities to improve their income, despite the absence of a structured incentive system linked to environmental performance.

According to Supardi et al. (2025), green compensation includes financial incentives, recognition programs, rewards for green innovation, and career development opportunities that encourage incentives employees to support environmental sustainability. The findings indicate that Pesona Batik Jombang has not yet implemented a formal green compensation system because incentives are not specifically based on employees’ environmental performance or sustainability achievements. However, the provision of bonuses and opportunities for independent product marketing reflects the company’s appreciation of employee contributions and supports economic sustainability by improving employees’ income and strengthening their motivation to contribute to business continuity.

Green Employee Relations

Green employee relations at Pesona Batik Jombang are built on a strong family-oriented approach, fostering a harmonious and supportives work environment. According to an interview with Mrs. Nunuk. This was clearly expressed in the interview with Mrs. Nunuk:

“my employees are like my extended family, because it's them who make this happen, it's not just me doing the work”.

This finding indicates that mutual trust and close interpersonal relationships form the basis for collaboration and employee involvement in daily business activities.

This family-oriented work culture also encourages employees to actively participate in environmentally friendly practices. Employees are accustomed to sorting production waste, using water and natural dyes responsibly, and following established environmental procedures without continuous supervision. A production employee, explained that employees are encouraged to conserve water, use dyes in appropriate proportions, and comply with environmentally responsible production procedures. In addition, responsibilities related to wastewater management are assigned to a specific employee, demonstrating a clear division of tasks despite the informal organizational structure.

According to Darmawan et al. (2022), green employee relations emphasize employees active participation in environmental management through collaboration, communication, and involvement in sustainability initiatives. The findings indicate that employee relations at Pesona Batik Jombang support the implementation of environmentally friendly practices through a culture of participation and shared responsibility rather than through formal policies or written procedures. This reflects the characteristics of MSMEs, where organizational culture of ten plays a more significant role than formal human resource systems. These practices contribute to social sustainability by strengthening employee participation, teamwork, and organizational commitment, while simultaneously supporting environmental sustainability through employees' active involvement in waste management and environmentally responsible production activities.

Impact on the Sustainability of the Batik Industry

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. The D4S concept involves developing long term product innovation strategies to reduce negative impacts on environmental, social, and economic aspects within the product supply chain and

throughout the production lifecycle (Purwaningsih et al., 2016).

In this study, sustainability is reflected through the integration of environmental, social, and economic practices implemented at Pesona Batik Jombang. The findings indicate that Green Human Resource Management (GHRM) practices contribute to environmental sustainability through the use of natural dyes, wastewater treatment, and environmentally responsible production practices. Social sustainability is supported by employee participation, knowledge sharing, community involvement in batik training, and the preservation of local batik culture. Meanwhile, economic sustainability is reflected in employees' opportunities to increase their income, improved product quality, and efforts to maintain business competitiveness and continuity.

Overall, the implementation of GHRM at Pesona Batik Jombang demonstrates that environmental, social, and economic aspects are interconnected and mutually reinforce business sustainability. Although these practices are still implemented informally and have not yet been supported by formal human resource policies or structured performance evaluation systems, they have contributed positively to the sustainability of the business. These findings suggest that informal GHRM practices can support sustainability in MSMEs when environmental values are consistently integrated into daily work activities and organizational culture.

CONCLUSION AND SUGGESTION

This study concludes that the implementation of Green Human Resource Management at Pesona Batik Jombang remains informal and has not yet been integrated into formal human resource policies. Nevertheless, environmental values have been embedded in daily work practices through employee recruitment, training, performance management, compensation, and employee relations. These informal practices demonstrate that GHRM can support environmental sustainability through environmentally responsible production processes, social sustainability through employee participation, knowledge sharing, and community involvement, and economic sustainability through improved product quality,

employee empowerment, and business continuity. The findings suggest that, in the context of MSMEs, organizational culture and daily work practices can play an important role in supporting sustainability even in the absence of formal human resource management systems.

The findings also provide contextual evidence for the application of the Green Human Resource Management framework proposed in batik MSMEs. Rather than suggesting that all dimensions of GHRM must be implemented through formal policies, this study indicates that environmental values may also be embedded through informal management practices that reflect the characteristics of MSMEs. Therefore, this study contributes to the understanding of how GHRM can be implemented within small-scale enterprises operating with limited organizational structures and resources, without claiming that the findings are generalized to all MSMEs.

From a managerial perspective, owners of batik MSMEs are encouraged to gradually formalize green human resource practices by developing simple recruitment guidelines, structured environmental training programs, performance evaluation criteria, and compensation systems that recognize employees' contributions to sustainability. At the policy level, local governments, relevant agencies, and higher education institutions should continue providing technical assistance, environmental training, and capacity-building programs to support MSMEs in integrating Green Human Resource Management into their business operations.

This study was limited to a single batik MSME and involved two key informants.

Consequently, the findings should be interpreted as context specific and cannot be generalized to other MSMEs with different organizational characteristics. Although the credibility of the findings was strengthened through interviews, observations, documentation, and data triangulation, the limited research setting may affect the transferability of the findings. Future research is therefore encouraged to examine multiple batik MSMEs across different regions and organizational contexts. In addition, quantitative or mixed-method approaches may be employed to examine the relationship between

Green Human Resource Management practices and sustainability performance more comprehensively.

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