

The Role of Green Human Resources Management in Supporting the Implementation of the ISO 14001 Environmental Management System at Inspection Companies in Indonesia

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Abstract

Environmental awareness for the sake of ecosystem sustainability is proven to have a positive influence on the development of various forms of management in various fields. In operations management, an environmental management system standard has even emerged, which helps organizations to manage their business activities while taking into account the aspects and their impact on the environment, known as ISO 14001. For Human Resource Management (HRM), Green Human Resource Management (GHRM) is currently being widely implemented. The study then discusses in more detail how inspection companies in Indonesia, especially in the oil and gas sector, implement GHRM. The study also examines its relation to implementing the ISO 14001 environmental management system as compliance with regulations set by the Government, bearing in mind that the ISO 14001 standard contains requirements regarding HRM and the contribution of these human resources in organizational policies in the field of environmental preservation. Using qualitative research methods and data analysis processes using NVivo 12, the final results of this study found a link between GHRM and ISO 14001, and these interactions are related to one another. Furthermore, this study also looks further at the ideal model concept that can be applied as an illustration of the integration of GHRM and ISO 14001.

Keywords: *Green Human Resources Management; ISO 14001; Integration; Environmental Management System; Concept Model*



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INTRODUCTION

Rapid industrial activity since the 20th century has significantly affected environmental damage due to the excessive use and utilization of natural resources (Montt, Frafa & Harsdorff, 2018). Realizing this, various institutions and organizations in the world have agreed to create better conditions for the earth. One of them is the British Standard Institution, a non-profit organization that published BS 7750, the world's first environmental management system standard, in 1992. It was followed by the publication of an international standard in the environmental management field, namely the ISO 14000 series, which was initiated by the International Organization for Environmental Management. Standardization is a concrete step to prove environmental protection.

In Indonesia, the implementation of this standard is widely applicable in various industrial fields, including inspection companies, as supporting industry players in the oil and gas sector. In

Indonesia's oil and gas industry, the application of environmentally oriented standards is absolutely mandatory for every organization engaged in it, considering that these activities directly impact the sustainability of the environment in which humans live. The environmental hazards and impacts that arise must be avoided as much as possible by every industrial player in this sector. The Indonesian Government, through the Ministry of Energy and Mineral Resources (ESDM), stipulates regulations to ensure that all activities in the oil and gas business have been inspected for installation and equipment safety standards. It is stipulated in the Regulation of the Minister of ESDM of the Republic of Indonesia No. 32 of 2021 concerning Technical Inspections and Safety Checks for Installations and Equipment in Oil and Gas Business Activities. ESDM Ministerial Regulation No. 32/2021 Article 6 paragraph 1 (a) states that "to guarantee the safety of installations and equipment as referred to in Article 12, each installation and or equipment used in oil and gas business activities must be carried out: (a) technical inspection and or (b) safety check."

Furthermore, in Article 13, paragraph (3), there is a rule which states that "In carrying out technical inspections as referred to in paragraph (1), the Head of Engineering can appoint an Inspection Company. Based on the Minister of ESDM No. 32/2021, the inspection company's role is to assist organizations in carrying out installation and equipment safety checks in oil and gas business activities. All installations and equipment in oil and gas business activities require a security statement in the form of an inspection certificate (Certificate of Inspection) issued by an inspection company. To be recognized as an official inspection company, each organization must have an Inspection Company Authorization Letter (ICAL) following the field of inspection from the Director General of Oil and Gas. After obtaining the ICAL, the inspection company must have a Supporting Business Certificate (SBC) in the oil and gas sector by Ministerial Regulation of ESDM No. 14/2018 Article 9. Then, according to the Minister of ESDM No. 14/2018 Article 11, the Director General issues the Oil and Gas SBC by determining the capability rating of the oil and gas supporting business. Classification of inspection companies' ratings greatly influences the company's ability to gain customer trust apart from operating permits. SBC in the oil and gas sector, as referred to in Ministerial Regulation of ESDM No. 14/2018 Article 11 paragraph (2b), contains a rating for each classification of Non-construction Service Businesses based on the addition of a weighting of 10 points if the inspection company has environmental management system standards and certification (in this case the standard used is the ISO 14001 environmental management system standard).

In the ISO 14001 environmental management system standard, some requirements emphasize the implementation of GHRM, where organizations are asked to involve all human resources. They must commit to running an environmental management system from the top management level to the smallest level of the organization. Based on the requirements of these environmental standards and previous research, it turns out that apart from GHRM, several essential variables also support the success of the implementation of GHRM and ISO 14001. It includes the role of top management in demonstrating transformational leadership influences organizational success in implementing GHRM and shaping a green work culture and behavior (Kamnasar and Nawangsari, 2019). Green business strategies are also believed to help organizations achieve their goals and business directions to become more sustainable during an uncertain changing business direction (Bicakcioglu, N., Theoharakis, V and Tanyeri, M., 2020). With the implementation of GHRM that is right on target, the organization can achieve the expected

performance targets to support the ideals of realizing qualified organizational performance in the field of environmental performance (Alam, Niu, and Rounoko, 2021). In the end, the role of GHRM in supporting the successful implementation of the environmental management system cannot be separated from the level of employee awareness resulting from the implementation of the company culture owned by the organization.

To obtain analysis results that are in accordance with the situation faced by the technical inspection service business sector, the researcher conducted interviews with Top Leaders, Management Representatives, and employees in each technical service inspection company who have direct involvement in ISO 14001 management system implementation activities and observed the audit results documents provided by the ISO 14001 Certification Body. The results of the research at the initial stage found that the role of GHRM was not clearly visible or had not been optimally implemented by the organization. It is evidenced by the frequent emergence of audit findings regarding recruitment mechanisms, determination of employee competencies related to environmental awareness, training programs, employee awareness, organizational culture, and accountability for environmental performance. The implementation of environmental management systems and awareness of green practices is still limited to obtaining certification, although the data and facts on the ground need further investigation. The not-yet-optimal implementation is also supported by Brogi, S., Menichini T. (2019), who said that at the European Union country level, there is no significant correlation between the number of ISO 14001 certified organizations and the resulting eco-innovation performance level indicators.

Nonetheless, the opposite condition is stated by research conducted by Alam, MA., Niu X., and Rounoko N (2021), which states that good GHRM practices can direct employees to green empowerment to improve environmental performance. In addition, Hewapathirana, Opatha, and Prasadini (2020) have identified research gaps that occur in GHRM practices conducted by Jabbour J.C.J (2011) from 94 companies in Brazil that have received ISO 14001 certification. The results of this study state that the greenness level of GHRM practices is also influenced by organizational culture, learning (training), and cooperation. Based on these, the research is aimed at finding the answers to several phenomena that arise in technical inspection service companies concerning the integration of GHRM and the implementation of the ISO 14001 environmental management system. The research also focuses on finding what factors determine the success of integrating GHRM and management standards. Besides, the research also looks for the concept model of a GHRM that supports the implementation of the ISO 14001 environmental management system in inspection companies and seeks the answers to the phenomenon of GHRM implementation that has not been maximized in supporting green corporate performance improvement.

LITERATURE REVIEW

According to Opatha and Arulrajah (2014), GHRM is all activities that involve developing, implementing, and continuously maintaining a system that emphasizes employees in a green organization, which includes all functions to reduce the negative impacts of carbon through all activities in the HRM function. The HR function will be a driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals that reflect an environmental focus (Dumont, Shen, and Deng, 2017). Green performance is an employee performance appraisal focused on how well employees progress toward a green environment.

According to Jabbour (2011), green performance appraisal is the process of evaluating an employee's strengths and limitations and offering performance feedback to enhance business goals and perform better as an environmentally friendly organization.

The implementation of the ISO 14001 environmental management system cannot be separated from the role of top management in providing support and commitment to its leadership. Top management is needed who can support and bring about changes towards better environmental protection or, in other words, top management with a transformational leader who is able to make an impact on environmental change. Transformational leaders are leaders who inspire their followers to go beyond their own interests and who are capable of having a profound and extraordinary influence on their followers. Transformational leaders pay attention to the concerns and needs of individual followers, change followers' awareness of problems by helping them look at old problems in new ways, and inspire and inspire followers to achieve goals (Bombiak, 2018). Transformational leaders are more effective because they are creative and encourage followers to be creative. According to Robertson and Barling (2017), environmental-specific transformational leaders use four dimensions of transformational behavior: green idealized influence, which means acting as an environmental role model (idealized influence), and green inspirational motivation, which means inspiring followers to engage in responsible behavior. Towards the environment (inspirational motivation), a green intellectual stimulation which means encouraging employees to think about environmental problems in new ways and creative ideas, and green individualized consideration, which means building close relationships with employees to influence their environmental performance (individual considerations).

In implementing the requirements of ISO 14001, awareness emphasizes organizational commitment to increasing employee involvement and is manifested in a more real organizational culture. Pham N.T, Tuckova Zuzana, and Phan Q.P.T (2019) stated that training, appreciation, and organizational culture are a form of employee commitment when practicing GHRM and its environmental impact. Many studies have shown that in the domestic context, environmentally friendly corporate activities generate financial benefits (Baker and Sinkula, 2009) and result in better business performance (Yang et al., 2011). Nonetheless, some studies argue that not all firms should pursue environmental strategies because of the associated additional costs that may have an unfavorable effect on their financial performance (Clarkson et al., 2011). As a result, green strategies have become essential in reducing the use of natural resources and achieving superior performance (Albertini, 2013).

RESEARCH METHOD

This study uses a descriptive qualitative analysis method, which is done by describing the facts collected and then carrying out the analysis process using NVivo 12. Sources of data used as a reference are various implementation studies regarding the practice of implementing GHRM and ISO 14001 in inspection companies based on purposive sampling determined by the researcher. Respondents in this study were technical inspection companies in Indonesia, actively registered with the Director General of Oil and Gas effective as of 2021, already having an active SKUP as a technical inspection company, having at least 6 (six) inspection service areas that can be handled, have or are currently running a management system ISO 14001 environment, has a number of

employees of more than 25 (twenty-five) people and of course willing to be respondents in the research, as seen on Table 1 below:

Table 1. Company's Profile

No	Company's Name	Own ICAL	Own SBC	ISO 14001	Number of Employees > 25 people	Number of Inspection Fields > 6 fields	Willing to be Respondents
1	PT Farrald Teknindo	Yes	Active	Yes	Yes	7	Yes
2	PT Carsurin Oil and Gas Services	Yes	Active	Yes	Yes	10	No
3	PT Biro Klasifikasi Indonesia (Persero)	Yes	Active	Yes	Yes	11	No
4	PT Marka Inspektindo Technical	Yes	Active	Yes	Yes	10	Yes
5	PT Indospec Asia	Yes	Active	Yes	Yes	11	No
6	PT Sucofindo (Persero)	Yes	Active	Yes	Yes	10	No
7	PT Sertifikasi Raharja Indonesia	Yes	Active	Yes	Yes	7	Yes

Based on these criteria, there are 3 (three) inspection companies in Indonesia that are the object of research: PT Farrald Teknindo, PT Certification Raharja Indonesia, and PT Marka Inspektindo Technical. The data collection technique is through documentation techniques and interviews with key informants, namely top management and personnel in charge of implementing ISO 14001. The interview protocol containing questions about the implementation of GHRM and ISO 14001 is used to guide the research on its objectives, as seen in Table 2.

Table 2. Interview Protocol

Interview Protocol	
Opening	
Introduction of interviewer and resource person	
Submission of an outline of the research process	
Submission of an outline of the research objectives, including the aims and objectives of the company selection	
Discussion of potential research results, ethical issues and agreement outline interview/focus group structure	
Core (Research themes and specific questions)	
Organizational strategic priorities and context	
1	What are the main strategic issues and challenges faced by the organization related to human resource management (including culture, operations, recruitment, training, personnel, compensation, welfare, career development, etc.)?
2	What are the main strategic issues and challenges faced by the organization related to the management/development of a culture of protecting the environment?
3	What are the main strategic issues and challenges faced by the organization related to the implementation of ISO 14001?
4	Can you describe 2-3 examples (initiatives) of how your company is addressing issues or challenges related to GHRM?
5	Can you describe 2-3 examples (initiatives) of how your company deals with problems or challenges related to environmental sustainability? (local or national initiative)
6	To what extent is the HR management/development approach influenced by key stakeholders (such as government/regulators, principals, customers)?
7	To what extent is the environmental performance management/development approach influenced by key stakeholders (such as government/ regulators, principals, customers)?

Organizational Structure in relation to GHRM practices and implementation of ISO 14001

- 1 Where is the HR function related to green HR practices?
 - 2 Where does the environmental function "sit" and is expressed in a hierarchical organizational structure?
 - 3 Why is the environmental function in its current position?
 - 4 Why does the HR function have a role as stated in the job description?
 - 5 What is the relationship between environmental functions and the management/development of green human resources, to what extent is this alignment?
 - 6 What is the role of top management in practicing green business strategy?
 - 7 How does the role of top management define green corporate performance?
 - 8 What is the role of top management in practicing green leadership?
 - 9 How is the role of top management in relation to organizational culture?
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Environmental and human resource management and/or development initiatives

- 1 Can you describe 2-3 human resource management/development initiatives that have been developed to address environmental challenges?
More specifically:
 - 2 What is the purpose of the initiative?
 - 3 Is the initiative a response to a specific challenge?
 - 4 What is your involvement in the organization with this initiative?
 - 5 What actions were taken to develop, implement and evaluate the initiative?
 - 6 What is the impact of the initiative?
 - 7 What is the involvement of top management?
-

About sources:

- 1 What environmental practices do you think are important?
 - 2 What do you consider to be the key leverages to achieve targeted company performance relevant to positive environmental impacts (rapid behaviour, systems, procedures, policies, etc.)
-

Closing

Member check, confirmation of interview results

All the results of the informant's answers are included in the interview transcript for further analysis using the Miles and Huberman model (Sugiyono, 2017). They are data reduction, data presentation, and conclusion drawing to maintain data accuracy and validity (trustworthiness) when going through a significant triangulation examination process and triangulation methods. For the validity of the research data, cross-checking was carried out using credibility criteria after obtaining all the interview results from the informants. It is member checking or, in other words checking the validity of interview data with informants and asking for expert opinion from operational practitioners. They are the Head of Division VI Technical Inspection APITINDO, an associated institution of technical inspection companies in Indonesia, as seen in Table 3.

Table 3. Informant's Profile

No	Company's Name	Initial	Informant's Name	Position	Position in Association
1	PT Farrald Teknindo	11	Syaifullah	President Director	Head Division VI, Technical Inspection APITINDO
2	PT Farrald Teknindo	12	Mulyadin	Management Representatives and HR Manager	-
3	PT Sertifikasi Raharja Indonesia	13	Handoko Tri Wibowo	President Director	-
4	PT Sertifikasi Raharja Indonesia	14	Abi Syarwan	Management Representatives and HR Manager	-
5	PT Marka Inspektindo Technical	15	Nuzul Purwiyanto	President Director	-
6	PT Marka Inspektindo Technical	16	Maulina	HR Manager	-

This qualitative research was then analyzed using NVivo 12 to determine the interrelationships between variables that support the successful implementation of GHRM in implementing the ISO 14001 environmental management system and find the right model concept to be applied to inspection companies in Indonesia. For the data collection process in the field, the researchers visited the three inspection companies above for an interview with the top management and the person in charge of implementing ISO 14001 or the HR Manager. After collecting all the data according to the established interview protocol, the researcher looked at the linearity of the results of the respondents' answers using the Pearson Coefficient feature found in the NVivo 12 application. Furthermore, data that did not fit would be reduced. The rest of the data is analyzed further.

FINDINGS AND DISCUSSION

Like companies in general, inspection companies are also supported by adequate human, equipment, work methods, and financial resources. However, of all these types of resources, the human resource factor ranks first in inspection companies which are the backbone of operational activities. An inspection company that has obtained an Inspection Company Approval Letter is also required to report at least every 6 (six) months regarding the workload of the inspector and if there is a change in the technical inspection implementing expert in the field in accordance with the provisions of the Minister of Energy and Mineral Resources No. 32 of 2021 Article 15. Apart from human resources, other resources that also have an essential role in inspection activities are equipment and work processes that comply with standards.

From the external side, inspection companies face challenges both from regulators and from the capital side, considering the Indonesian Government removed the inspection industry from the Negative Investment List per Presidential Regulation No. 10 of 2021 concerning Job Creation. Hence, threats from foreign players began to haunt the domestic inspection industry. In addition to challenges from external factors, the weakness faced by inspection companies, in general, is the issue of competence. It is due to the high level of employee turnover among inspection companies. Expert inspection personnel is very vulnerable to piracy, whether carried out between inspection companies or against related companies. Thus, in many cases, inspection companies have to re-

recruit young workers/fresh graduates and re-invest expensively in technical guidance, field training, and personnel certification as inspectors.

In general, the research process is in the form of qualitative research or post-positivism, considering that the problem and purpose of this research are to see social phenomena that occur as systematic symptoms in inspection companies in Indonesia. To obtain data, direct observations and interviews were conducted with informants in each inspection company who were willing to become research respondents. The research began by conducting field visits to 3 (three) inspection companies according to the description of the social situation, namely PT Farrald Teknindo, PT Certification Raharja Indonesia, and PT Marka Inspektindo Technical. The next step is for researchers to conduct interviews according to the interview protocol. After collecting interview data, the researcher ascertained the correlation relationship between the informants' answers to see the level of linearity. If answers are outside the research focus, the data will be reduced. By using Nvivo 12, interview transcript sheets from informants have a correlation coefficient level (Pearson Correlation Coefficient) as shown in the following figure:

File A	File B	Pearson correlation coefficient
Files\5. Interview Transcript Top Management Ma	Files\3. Interview Transcript Top Management SRI	0.837479
Files\5. Interview Transcript Top Management Ma	Files\1. Interview Transcript Top Management Far	0.832898
Files\3. Interview Transcript Top Management SRI	Files\1. Interview Transcript Top Management Far	0.829312
Files\4. Interview Transcript HR Manager SRI	Files\3. Interview Transcript Top Management SRI	0.82787
Files\5. Interview Transcript Top Management Ma	Files\4. Interview Transcript HR Manager SRI	0.808687
Files\4. Interview Transcript HR Manager SRI	Files\1. Interview Transcript Top Management Far	0.805761
Files\6. Interview Transcript HR Manager Marindo	Files\2. Interview Transcript PIC ISO Farrald	0.797173
Files\6. Interview Transcript HR Manager Marindo	Files\4. Interview Transcript HR Manager SRI	0.792979
Files\4. Interview Transcript HR Manager SRI	Files\2. Interview Transcript PIC ISO Farrald	0.783327
Files\2. Interview Transcript PIC ISO Farrald	Files\1. Interview Transcript Top Management Far	0.781591
Files\6. Interview Transcript HR Manager Marindo	Files\5. Interview Transcript Top Management Ma	0.769934
Files\3. Interview Transcript Top Management SRI	Files\2. Interview Transcript PIC ISO Farrald	0.75348
Files\5. Interview Transcript Top Management Ma	Files\2. Interview Transcript PIC ISO Farrald	0.748085
Files\6. Interview Transcript HR Manager Marindo	Files\3. Interview Transcript Top Management SRI	0.743306
Files\6. Interview Transcript HR Manager Marindo	Files\1. Interview Transcript Top Management Far	0.740562

Source: Data retrieval results on NVivo 12

Figure 1. Correlation Coefficient of Informants' Answers

The results of data collection to see the similarity (similarity) and the relationship between the respondent's answers are presented in Figure 1. It can be seen that the Pearson coefficient value from the results of the analysis on Nvivo 12 has a point > 0.74 (fair to excellent). It means that the researcher can state that all of the informants' answers will be used for further analysis because they have the same level of linearity and focus on this research topic. , in other words, no response from the discarded informant. The next step of analysis is the researcher compares the answers between informants on each question posed as a form of triangulation of significant others. Then, based on the informants' answers, the researchers made the main keywords from the informants' answers to get a conclusion about the similarity of answers to the phenomena that the researchers wanted to know. Researchers will take the most answers from informants for drawing conclusions by entering all information into NVivo 12 for the next analysis process and to generate nodes. By looking at the nodes made based on the categories and sub-categories of the unit of analysis, the researcher can see the relationship patterns of each theme and/or concept generated based on the

data. In this study, researchers made nodes in an inductive way, namely based on field data, without being tied to the themes generated from the literature review. Furthermore, the researcher uses NVivo 12 to help analyze the data set so that it can answer the problem formulation, which is the purpose of this study. In this process, the researcher categorizes data based on the concepts that appear in the data, compares the concepts or categories of data, and reunites all the concepts and categories of data related to one another. In the end, this process will stop when the researcher no longer finds new concepts in the data. The researcher made data reduction by looking at the most frequently discussed topics from all the data that had been imported into NVivo 12. Based on the search results using the Word Frequency Query feature from data sources that have been imported, the word environment is the word with the most frequency, which is 0.55% of all research data sources, followed by the words activities (0.41%), organization (0.38%), management (0.32%), and individuals (0.29%) of all research resources. The following image (Figure 2) shows the search results of the most frequently discussed words during the interview session:



Source: Data processed by researchers

Figure 2. Word Cloud of the Most Frequently Discussed Percentage of Words

To understand the use of these words from various research data sources can be seen through the Text Search Query feature. In this study, the researcher wants to understand the use of the words "environment", "activities", "organization", "management", and "individual". Interestingly, the whole connection with the word environment turns out to be related to the role of top management. It starts from the role of top management in setting environmental policies, being the initiator of environmental protection practices, being the main decision maker in terms of decisions regarding environmental practices that are carried out, and issuing creative ideas regarding protection efforts. Environment and also as the party responsible for the environmental awareness socialization activities carried out in each of the inspection companies that are

respondents. Thus, it can be concluded that related to the word "environment"; it is correlated with the role of top management as a leader in the organization. Therefore, the researcher can conclude from the results of the analysis and reading of the Word Tree that the implementation of the environment is influenced by top management in practicing green transformational leadership.

The results of the analysis provide an illustration that the implementation of GHRM in the inspection company has been carried out well. It is proven by the results of the analysis test using the NVivo 12 application, where, for each research variable, there is an interrelated relationship from the word tree. The forms of GHRM implementation that have been carried out include online recruitment, online training, online competency assessment, and online payroll systems (compensation and benefits). Then, the use of virtual storage for softcopy document storage reduces the use of large amounts of paper due to printing inspection reports by using the operating system. This online implementation helps monitor operational performance, with different application names in each inspection company, but has the same purpose of use and management of personnel administration online. This form of online (digital) implementation has proven to be more environmentally friendly because inspection companies no longer use a lot of paper for printing inspection reports. It is in line with previous research by Thevanes and Arulrajah (2021) that HR factors such as green training, green development, green corporate performance, and green rewards significantly and directly impact organizational environmental performance.

In addition, even though it started with a pandemic condition in early 2020, it seems that the form of online training has also been proven to make GHRM practices in inspection companies more real. It is also in line with the results of research conducted by Opatha and Kottawatta (2020), which states that green training has the highest impact on employee attitudes toward green practices within the organization. The second highest impact is that the induction of employees when they first join the organization also has a bearing on the success of green practices in the organization. The third highest impact is that rewards in the form of incentives can encourage employees to consistently implement the organization's green policies.

The role and support of top management in GHRM practices in inspection companies by establishing policies related to the use of operating systems to support operational activities also have an impact on the success of GHRM implementation in inspection companies. It is in line with previous research conducted by Mtembu (2019), which stated that having several GHRM policies within the organization and some adequate knowledge turned out to have an influence on the implementation of GHRM activities practiced within the organization. Companies can achieve green performance by carrying out activities such as: setting a green strategy and commitment from the top management level to the lowest level in the organization. In addition, the need for training, incentives, and active involvement of all employees in the organization.

As for the factors that support the implementation of GHRM on the successful implementation of the ISO 14001 environmental management system standard based on the results of the word tree on NVivo 12, it turns out that it consists of:

- 1) Top Management Role: The success of GHRM implementation started with the Top Management's role in providing direction, setting policies, and making the right decisions to determine the direction of the business to be run, which was pro-environmental protection. For that, we need a leader who has or has a transformational spirit and is

oriented toward pro-environment policies so that GHRM implementation is right on target and properly managed.

- 2) Determination of the right green business strategy.
- 3) Implementation of a green organizational culture that is in line with organizational goals.

It is in line with previous research conducted by Givano, Sholichah, and Sidjabat (2019), which stated that implementing ISO 14001 is important to build customer trust. The right strategy must be carried out so that the implementation goes right on target. Therefore, the role of top management is really needed because top management has an important role in determining strategy. Related to this strategy, it turns out that the results of this study are in line with research conducted by Agus and Lieli (2017), which states that the GHRM implementation process includes several dimensions such as determining the organization's vision and mission, organizational policies, commitment, providing facilities and various work programs related to behavior environmentally friendly. Kasman & Isyandi (2013) also stated that the performance of ISO 14001 could be optimized by increasing the managerial capabilities of managers in the field of HRM, especially regarding the understanding of the importance of commitment, empowerment, feedback, review, and appreciation to employees.

Finally, based on the results of the analysis of all the informants' answers which were analyzed using NVivo 12, according to the data reduction process, data display, and conclusion drawing, the GHRM model concept can be applied to inspection companies in supporting the implementation of ISO 14001 in improving Green Corporate Performance can be seen in Figure 3.

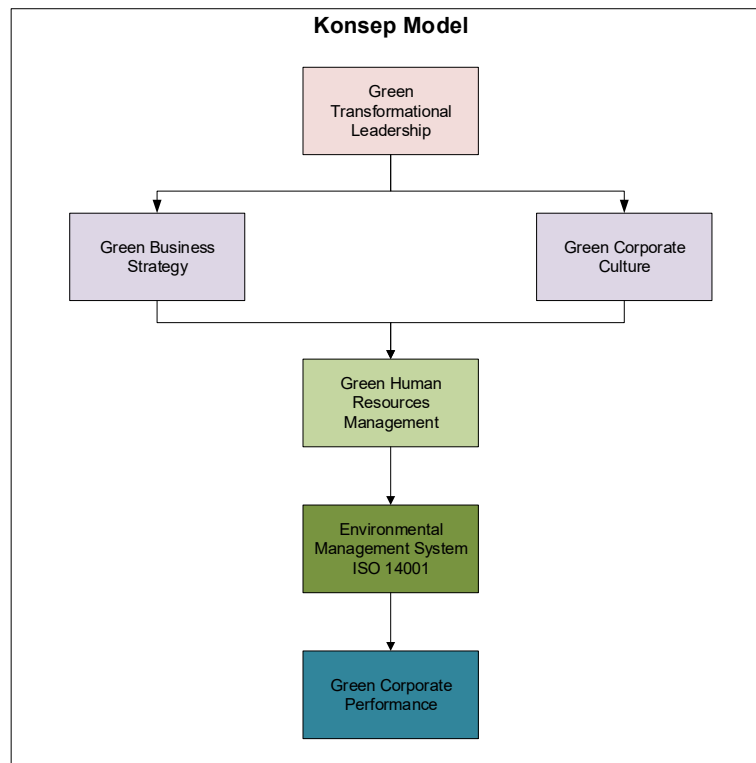


Figure 3. GHRM Implementation Model Concept to support ISO 14001

The model concept picture above shows that the role of top management who demonstrates green leadership practices is very influential in formulating green business strategies and also brings changes to green organizational culture so that this implementation can be applied to carry out the management and development of green human resources (GHRM). Based on the practice of implementing GHRM, the implementation of the environmental management system based on the ISO 14001 standard can be carried out properly. In the end, with the implementation of ISO 14001, the corporate performance target, as reflected in the findings of the ISO 14001 audit, will be achieved. This is in line with research on the role of Top Management that has been carried out by Widisatria and Nawangsari (2021), which states that green transformational leadership has a positive and significant impact on sustainable company performance and organizational citizenship behavior. Work motivation also has a positive effect on company performance and citizen behavior.

CONCLUSION

Based on research on the concept of the GHRM model in the implementation of the ISO 14001 environmental management system at engineering inspection companies in Indonesia, the researchers can draw the following conclusions that the implementation of GHRM that has been applied to the inspection company has been going well. The success of GHRM implementation cannot be separated from the role of Top Management in practicing Green Transformational Leadership. Based on this, it can be concluded that Top Management has an influence in ensuring

the successful implementation of GHRM and environmental management systems based on ISO 14001 requirements in inspection companies. There are several factors supporting the implementation of GHRM as also stated in the ISO 14001 clause, namely regarding Green Transformational Leadership, Green Corporate Performance, Green Business Strategy, and Green Organizational Culture which are very instrumental in the successful implementation of the ISO 14001 environmental management system standard, which is mainly motivated by The roles of Top Management in practicing Green Transformational Leadership are: (a) Top management plays a role in setting the organization's green policy (green business strategy) that is in line with the requirements of ISO 14001, as is the case with the strategy of implementing the use of online systems or digitizing processes that are also in line with government regulations and ISO 14001 requirements, (b) Top management plays a role in influencing the green corporate culture through the decisions and leadership attitudes it shows, and (c) The influence of top management on the successful implementation of GHRM and ISO 14001 ultimately leads the company to achieve the green corporate culture that is aspired and expected.

LIMITATIONS & FURTHER RESEARCH

This study has limitations in collecting respondent data because the research was conducted when the Government had not declared over the pandemic period, so part of the field data collection process could only be done online through a virtual meeting application. In addition, of all inspection companies listed on the Director General of Oil and Gas website and incorporated in APITINDO, only 3 (three) companies are willing to become research respondents. So, for further research, it is hoped that research can be carried out on all inspection companies in Indonesia registered with the Director General of Oil and Gas and APITINDO to get a broader view of the form of implementation of GHRM and the ISO 14001 environmental management system. Based on this, the authors suggest that for future research, further research can be carried out as a form of proof related to the concept of the model that has been found in this research.

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