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Nurturing a Sustainable Harvest: Pivoting on Green HRM in Agricultural Productivity and The Environment

Ahmad Munajim[1], Cory Vidiati[2*], Dini Selasi[3], Izzwah Nauroh[4], Fidya Arie Pratama[5]
[1] Universitas Islam Bunga Bangsa Cirebon, West Java, Indonesia, ahmadmunajim@bungabangsacirebon.ac.id
[2] Universitas Islam Bunga Bangsa Cirebon, West Java, Indonesia, coryvidiati@bungabangsacirebon.ac.id
[3] Universitas Islam Bunga Bangsa Cirebon, West Java, Indonesia, diniselasi@bungabangsacirebon.ac.id
[4] Universitas Padjadjaran, Bandung, West Java, Indonesia, izzwah22001@mail.unpad.ac.id
[5] Universitas Islam Bunga Bangsa Cirebon, West Java, Indonesia, fidyaariepratama@bungabangsacirebon.ac.id

*Corresponding Author: coryvidiati@bungabangsacirebon.ac.id

Abstract: This paper shows the performance of HR collaboration on the environment, in other words, GHRM can increase agricultural productivity while protecting the environment. The method is qualitative with a case study on a farm in Cirebon Regency, West Java, which applies the concept of GHRM. Data were collected through interviews, observations, and document analysis through SWOT Analysis. The findings of GHRM can be achieved through fostering a workforce that cares about the environment, encouraging innovation and collaboration, influencing organisational culture and decision-making, and generating new businesses such as garden/nature tourism, educational tourism, and spiritual tourism. The novelty of the research from the SWOT analysis is that collaborative GHRM leads to new sustainable businesses. Limitations The study was only conducted in Cirebon Regency, West Java implications of the research directly on stakeholders and government through policies that favour collaboration for sustainable business.

Keyword: Green HRM, environmental protection, culture of collaboration, business innovation

INTRODUCTION

Agriculture is an important sector in feeding the global population. On the other hand, the problem of farmer regeneration (Tolinggi, Salman, Rahmadanih, & Iswoyo, 2023) and environmental damage (Stanley, 2023), such as soil degradation (Elena, Natalia, Marina, & Angelika, 2024), water and air pollution from biomass burning (Kiliç, 2021; Yadav, 2024), and greenhouse gas emissions. Agricultural sustainability is common in the descendants of farmers where all knowledge is also passed down from generation to generation. (Tolinggi dkk., 2023). Government support is needed through farmer regeneration (HR) and sustainable agriculture (Taufiqurrohman & Jayanti, 2022). In the face of these challenges, the agricultural sector needs to adopt a sustainable approach to maintain high agricultural productivity while protecting the environment by adopting an HRM approach that integrates sustainable

practices, known as Green Human Resource Management (GHRM). Green HRM means implementing policies and practices that support a balance between organizational goals, environmental sustainability, and employee well-being. Green HRM involves implementing practices such as employee training on sustainable agricultural practices, employee participation in environmental decision-making, policies to reduce the use of hazardous chemicals, and the creation of a healthy and sustainable work environment. The performance of GHRM is a reflection of Sharia-compliant agriculture in the concept of Islamic agriculture (Vidiati, Lathiafaturahmah, Selasi, Lesmana, & Nauroh, 2024).

Many studies are conducted where GHRM has direct implications for society and nature, which includes waste reduction, energy efficiency, and sustainable procurement that ensures the green behaviour of its employees (Kumari & Kathuria, 2022). By implementing HR functions that involve recruiting, training, developing, evaluating performance and determining compensation (Adekoya, Ajonbadi, & Mordi, 2023). GHRM is an effective way to explore potentially productive aspects of the green economy for HR management and catalyzing Green CSR and creating a culture of responsibility within the company and the company's environmental performance (Zhou, Li, & Yang, 2023). This research is not just about business continuity and diversification and the creation of new businesses, but also providing early education to the younger generation on the importance of optimizing the existing ecology, to achieve the SDGs, especially related to poverty alleviation, food security, and environmental protection. Agriculture is an important sector in feeding the global population. On the other hand, the problem of farmer regeneration (Tolinggi dkk., 2023) and environmental damage (Stanley, 2023), such as soil degradation (Elena dkk., 2024), water and air pollution from biomass burning (Kiliç, 2021; Yadav, 2024), and greenhouse gas emissions. Agricultural sustainability is common in the descendants of farmers where all knowledge is also passed down from generation to generation. (Tolinggi dkk., 2023). Government support is needed through farmer regeneration (HR) and sustainable agriculture (Taufiqurrohman & Jayanti, 2022). In the face of these challenges, the agricultural sector needs to adopt a sustainable approach to maintain high agricultural productivity while protecting the environment by adopting an HRM approach that integrates sustainable practices, known as Green Human Resource Management (GHRM). Green HRM means implementing policies and practices that support a balance between organizational goals, environmental sustainability, and employee well-being. Green HRM involves implementing practices such as employee training on sustainable agricultural practices, employee participation in environmental decision-making, policies to reduce the use of hazardous chemicals, and the creation of a healthy and sustainable work environment. The performance of GHRM is a reflection of Sharia-compliant agriculture in the concept of Islamic agriculture (Vidiati dkk., 2024).

In social cognitive theory (Bandura, 2001), collective agency is exercised through coordinative efforts and social interdependence. Local, national, transnational, global entanglements and interdependencies relating to the interdependent nature of the environment as a whole (Risqi, 2022). The social cognitive theory of communal needs is relevant for implementation in sustainable agriculture to preserve soil productivity over time, maintaining biodiversity (Hadi, Kuswanto, Tarmudi, & Mukhlisin, 2024), and reduce harmful environmental repercussions. Thus, in practice, the notion of GHRM encompasses the implementation of sustainable agriculture employee training (Saha, Sarker, & Ahmed, 2020), participation programs in environmental decision-making, and policies to decrease hazardous chemical use.

Human resource management is the discipline of planning, developing, organizing, directing, and overseeing human resources in a company (Ende dkk., 2023). Through the performance of GHRM practices such as conducting environmentally oriented training,

organizations can sustainably improve environmental performance. (Ambarwati, Wahyuni, Dewi, Kuswara, & Setyaningrum, 2023), environmental competency-based recruitment (Tono, 2022), employee involvement in green initiatives, and employee engagement in green initiatives (Zurnali & Sujanto, 2020). The concept of GHRM is derived from the high awareness and effective regulation of environmental conservation in the company (Ren, Tang, & E Jackson, 2018) such as the use of safe agricultural chemicals sustainable agricultural waste management, food safety and health, and the use of renewable energy to control environmental problems

Many studies are conducted where GHRM has direct implications for society and nature, which includes waste reduction, energy efficiency, and sustainable procurement that ensures the green behaviour of its employees (Kumari & Kathuria, 2022). By implementing HR functions that involve recruiting, training, developing, evaluating performance and determining compensation (Adekoya dkk., 2023). GHRM is an effective way to explore potentially productive aspects of the green economy for HR management and catalyzing Green CSR and creating a culture of responsibility within the company and the company's environmental performance (Zhou dkk., 2023). This research is not just about business continuity and diversification and the creation of new businesses, but also providing early education to the younger generation on the importance of optimizing the existing ecology, to achieve the SDGs, especially related to poverty alleviation, food security, and environmental protection.

METHOD

A qualitative method using a case study of farmers and ranchers in Cirebon District, West Java, who have applied the GHRM idea. Data were gathered by interviews, observations, documentation, and study document (Klassen, Creswell, Plano Clark, Smith, & Meissner, 2012). SWOT analysis is worn as a strategy (Rangkuti, 2018), and it is believed that comparable difficulties in other areas can be addressed using the findings of this study.

RESULTS AND DISCUSSION

Result

Human Resources Care for the Environment

The essence of humanity is a person's ability to exert control over the nature and quality of his or her life through phenomenal and functional awareness (Bandura, 2001), where people are both actor of the social system with transnational attachment and interdependence in order to live sustainably in a collaborative manner. The capacity of agricultural business leaders who have a green concept greatly influences the creativity and performance of product development in favour of nature. This is what is called dynamic capability (Teece, Pisano, & Shuen, 1997) this means the organization capacity to optimize existing resources and knowledge to renew and develop the nature-aligned organization's ability to react to the market dynamically. Pavlou and El Sawy (Pavlou & El Sawy, 2011) identify indicators are:1) speed of identifying environmental conditions for new opportunities; 2) periodic activities to analyze and create green knowledge; 3) technological innovation for the good of nature; 4) adaptability to apply knowledge for the good of nature; 5) ability to manage business with green concepts; 6) ability to manage human resources to develop technology and creative innovation in favour of nature.

The labour element is a problem in and of itself; farmer regeneration means the same thing as farm continuity and farm inheritance. This is necessary to replace farmers who are no longer productive (Sottomayor & Tranter, 2011). The existence of farmer regeneration planning needs to be socialized as an effort to pass on agricultural assets to prospective successors as well as the constant presentation of replacements in relation to the farmer

(Zagata & Sutherland, 2015). Farmer regeneration can occur with the professional entry of family members or newcomers into the farming business. This is very important considering that farmer regeneration is important as farmers are getting older. Even in Europe, the issue of farmer regeneration is a concern due to the composition of more aging farmers (Zagata & Sutherland, 2015). Based on agricultural census 2023 (BPS, 2023) that the proportion of farmers aged 55 years and above has increased, farmers aged 44 years and below has decreased, the number of generation X farmers or estimated age 43-58 years currently reaches 42.39 percent, millennial farmers or estimated age 27-42 years reaches 25.61 percent, and baby boomer farmers or estimated age 59-77 years reaches 27.61 percent. This implies that more farmers are older.

In addition to the regeneration of farmers and ranchers, whose existence is crucial in maintaining the environment, it frequently contradicts the aim of environmental conservation (Borrego, 2022). Farmers and ranchers can reduce environmental impacts while increasing yields and earnings by using sustainable farming strategies such as crop rotation, cover cropping, and water conservation. Farmers have knowledge of temperature, soil conditions, and crop selection accuracy, *skill* tentang kondisi tanah, *crop selection skills* (Halder, Mondal, Hossen, Sarkar, & Dawn, 2023). Here is a picture of 1 and 2 HR that implements environmentally friendly livestock farming.

Source: Documentation of Cattle Farmer Mr. Roja'i

Figure 1. Cattle Farm

Source: Documentation of Cattle Farmer Mr. Roja'I

Source: Documentation of microbial applicator Mr. Deden Lesmana

Figure 2. Processed Environmentally Friendly Manure and Processed Biomass with Microbes

Innovation and Collaboration

GHRM refers to the management and development of human resources for environmentally friendly products including agricultural systems to create food security and protect the environment. GHRM in agriculture has the role of encouraging employees to conduct training in sustainable agriculture, develop new technologies to increase crop yields, and develop new technologies to improve the environment (Sridhar, Balakrishnan, Jacob, Sillanpää, & Dayanandan, 2023), help farmers adapt to climate change in building food

security (Mekonnen, Tessema, Ganewo, & Haile, 2021), develop policies and regulations to support sustainable agriculture programs (Parr, Papendick, Youngberg, & Meyer, 2020). Sustainable agriculture programs through GHRM can collaborate well with various parties by opening new businesses such as farm tours by giving visitors the experience of trying to plant directly on the land that has been provided with a hydroponic farming system (Parsono, Zakiyuddin, & Utami, 2021), agricultural education tourism by creating a green village where there are activities to grow crops and organic rice (Krisnatalia, Prasetyo, & Ainan, 2023). Another thing is that collaboration between companies, farmers, academics and the government can create new technologies that suit business needs.

Thus, sustainable agriculture is able to answer future challenges such as climate change, the use of chemical fertilizers and pesticides (Tudi dkk., 2021), efficient use of water (D'Odorico dkk., 2020) must be supported by human resources to increase agricultural productivity, protect nature and also open new businesses from sustainable agriculture. Sustainable agricultural innovation is carried out by human resources by helping farmers to save water and energy with renewable energy-based irrigation systems (Rahman, Khan, Field, Techato, & Alameh, 2022) and then using online platforms for agricultural product marketing activities (Jiang, Zhou, & Qiu, 2022). echnology to assist farmers in crop management through an application that will provide information on pests, diseases, climate, water and soil management, harvesting, seeding, weed detection, irrigation (Mohamed dkk., 2021). Figure 3 below is a real example of the collaboration of human resources and innovation to produce environmentally friendly products that are able to generate economic value, and even get recognition from the government for the persistence of farmers to maintain business sustainability as well as the environment.

Source: Documentation Of Cattle Farmer Mr. Roja'I

Source: Documentation of microbial applicator Mr. Deden Lesmana

Figure 3 The Collaboration Of Human Resources And Innovation

SWOT Analysis

Strengths:

1. Recruit employees who have competence and skills in agriculture.
2. Evaluate and manage employee performance in relation to the sustainability of the agricultural environment.
3. Implementation of environmentally friendly farming methods to generate agricultural productivity and quality.
4. Environmental training and development through the application of GHRM in agriculture.
5. Environmentally friendly agricultural products have a reputation and competitiveness in the global market.

Weaknesses:

1. Requires investment in the implementation of sustainable agriculture.
2. Lack of skills and knowledge in implementing environmentally friendly agriculture.
3. Employees are accustomed to conventional farming methods.
4. Lack of government support for sustainable agriculture programs.

Opportunities:
1. Organic farming products are in demand
2. Implementing compensation and incentive systems in sustainable agriculture practices.
3. Development of technology and innovation for environmentally friendly agriculture.
4. Partnership and collaboration between companies and local communities for sustainable agriculture.
5. Developing employee competencies and skills to increase productivity for sustainable agriculture.
6. Implement recycling programs to reduce agricultural waste.

Threats:
1. Excessive use of chemical fertilizers will damage soil fertility
2. Cheaper conventional agricultural products.
3. Climate change and extreme weather that can affect agricultural productivity.
4. Price and market fluctuations for environmentally friendly agricultural products.
5. Government regulations and policies that are less supportive of sustainable agriculture.

Tabel 1. SWOT Analysis

	Strengths:	Weaknesses:
	1. Recruit workers who have competence and skills in agriculture; 2. Evaluation and management of farmer performance for the sustainability of the agricultural environment. 3. Implementation of environmentally friendly farming methods to generate agricultural productivity and quality; 4. Environmental training and development through the application of GHRM in agriculture; 5. Environmentally friendly agricultural products have a reputation and competitiveness in the global market.	1. Requires investment in the implementation of sustainable agriculture; 2. Lack of skills and knowledge in implementing environmentally friendly agriculture; 3. labor is accustomed to conventional farming methods; 4. Lack of government support, especially regulations and assistance for sustainable agriculture programs from upstream to downstream.
Opportunities: 1. Organic agricultural products are in demand; 2. Implementing compensation and incentive systems in sustainable agricultural practices; 3. Development of technology and innovation for environmentally friendly agriculture; 4. Partnership and collaboration between companies and local communities for sustainable agriculture; 5. Developing employee competencies and skills to increase productivity of sustainable agriculture;	1. Strengthen employee competencies with employee training to capitalize on market opportunities in the sale of sustainable agricultural products; 2. Adoption of environmentally friendly agricultural practices by using new environmentally friendly technologies, utilization of local microbes and biomass; 3. Establishing corporate partnerships in agriculture with local farmers; funding, market access, agricultural tourism; 4. Implement recycling programs to minimize agricultural waste.	1. Utilize funding opportunities for sustainable agriculture programs through banking institutions; 2. Utilize digital farming to provide eco-friendly farming information and control over the weather; 3. Reward and recognize employees for performance in implementing agricultural practices; 4. Collaboration with stakeholders: government, agricultural companies, academia, local farmers.

6. Implementing recycling programs to reduce agricultural waste; 7. utilization of local biomass.		
Threats: 1. Excessive use of chemical fertilizers will damage soil fertility; 2. Cheaper conventional agricultural products; 3. Climate change and extreme weather that can affect agricultural productivity; 4. Price and market fluctuations for environmentally friendly agricultural products; 5. Government regulations and policies that are less supportive of sustainable agriculture, especially mentoring, not just ceremonial state administration.	1. Recruit employees with agricultural expertise and experience; 2. Employees build cooperation with distributors and retailers to market and add value to products, stabilize prices, and provide a sense of excellence to consumers; 3. Utilize information technology to help find out weather forecasts, deal with pests, minimize crop failures; 4. Strengthen supply chains, diversify products, build consumer trust for sustainable agricultural products; 5. Support and participate in government programs.	1. Utilization of organic fertilizers to reduce dependence on chemical fertilizers; 2. Employees develop marketing strategies for environmentally friendly agricultural products; 3. Utilizing an efficient irrigation system; 4. Utilization of local microbes and biomass; 5. Companies and employees develop local markets for environmentally friendly agricultural products.

From the SWOT analysis above, the S-O strategy emphasizes the importance of GHRM to improve skills through training, adoption of practices in new environments then develop new business strategies for sustainable agriculture then implement new programs in waste reduction. W-O strategies are carried out by utilizing financial assistance from banks or non-banks, using agricultural digital platforms to find out various information related to agriculture then also collaborating with various parties; government, agricultural companies, academics, local farmers. S-T strategy by placing human resources who have expertise and experience in the product industry, working with distributors and entrepreneurs to distribute and determine product prices, maintain prices, and provide excellent customer service. The company also uses information technology to manage inventory, reduce costs, and diversify products, and participates in government programs. The W-O strategy mentions how important it is to get support from organizations to reduce negative environmental impacts, develop a marketing strategy for environmentally friendly agricultural products, establish an effective inventory system, and build a local market for environmentally friendly agricultural goods.

Discussion

Coordinative efforts and social interdependence seen in the application of GHRM have tremendous power to increase effectiveness in the use of natural resources, renewable energy applied to environmentally friendly agricultural activities. However, GHRM in sustainable agriculture still has some weaknesses in the form of investment in the application of sustainable agriculture, education for young human resources who are skilled and knowledgeable in implementing environmentally friendly agriculture, because generally, farmers are accustomed to conventional agricultural methods, existing government support is regularly monitored, not just ceremonial awards, but rather the sustainability of environmentally friendly agricultural businesses. Thus creating land expansion and agricultural human resources that create sustainability. Threats such as excessive use of chemical fertilizers can damage soil fertility, cheaper prices for conventional agricultural products, climate change and extreme weather, price fluctuations and markets for environmentally friendly agricultural products,

In addition to weaknesses and threats, the application of GHRM in agriculture has several strengths and opportunities that can be used as the main foundation in running sustainable agriculture. The strengths are the passion with which human resources are recruited, namely having competence and skills in agriculture, evaluation and management of farmer performance on the sustainability of the agricultural environment, the application of environmentally friendly agricultural methods to produce agricultural productivity and quality as well as environmental training and development through the application of GHRM, which in fact means that environmentally friendly agricultural products have a reputation and competitiveness in the global market. Some of the opportunities that can make environmentally friendly agriculture develop well are that these agricultural products are increasingly in demand. Development of technology and innovation for environmentally friendly agriculture by establishing partnerships and collaboration between stakeholders and local communities can create sustainable agricultural businesses. Competency and skill development programs for farmers to increase sustainable agricultural productivity, such as the implementation of recycling programs to reduce agricultural waste, utilization of surrounding biomass so as to create zero waste of agricultural products.

CONCLUSION

Coordinative efforts and social interdependence are seen in understanding the various opportunities, weaknesses, threats and opportunities that exist. It is hoped that companies, local farmers and the government can implement GHRM effectively to increase agricultural productivity, preserve nature and the environment and can also create new businesses that utilize environmentally friendly agricultural products. The implementation of GHRM in the sustainable agriculture industry is done by recruiting human resources who have expertise, experience in environmentally compensated agriculture and involving human resources in environmentally friendly initiatives. GHRM can maximize strengths and opportunities then also to minimize the weaknesses and threats of sustainable agriculture as well as to increase agricultural productivity and environmental protection while still paying attention to the potential of each region both human resources and natural resources can be optimized for economic and natural sustainability simultaneously.

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