Implementation of green human resource management based on triple bottom line theory to support sustainability development (study at PT. Semen Tonasa, South Sulawesi)

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Abstract. The company has responsibility for the environment both internal and external to the company. Manpower as the main capital in a company needs to understand environmental management as one aspect in order to increase productivity and sustainable development. Green human resource management (Green HRM) is one tool that can be used to manage the workforce by involving environmental aspects. This study aims to determine Green HRM practices that have been carried out by companies based on triple bottom line theory in supporting sustainable development. The research data was obtained from primary and secondary data. Primary data in the form of direct interviews with the company appointed as the informant, while secondary data in the form of data obtained from company internal data. The method used is a qualitative method based on the critical paradigm and data validity test based on data triangulation and theory conducted at PT Semen Tonasa.

1. Introduction
With the increase in global warming (global warming), environmental issues are a hot topic in the current century, especially for companies that have businesses to explore natural resources. So that the term "Go Green" appears, this concept is an environmentally friendly concept, which is associated with efforts to save the earth and the environment from the threat of damage. Various ways are done by all parties in promoting the concept of go green, by way of preserving the environment by changing lifestyles, reducing activities and reducing products that trigger an increase in global warming. The Go green movement for the environment has been running for the past five years or so but the desired target has not been achieved. Business demands in the current era of globalization have given awareness about environmental ethics so that many companies have tried to apply the concept of environmentally friendly (green company). According to [1] explains that companies that apply the concept of environmentally friendly can affect economic performance in an organization. The emergence of innovative go green concepts in an organization can have a positive impact on the level of the national economy while also being able to provide significant savings in several industrial sectors [2].

The issue of increasing environmental damage, growing awareness of environmentally friendly and has become a major concern that will be applied in various fields of organization, both in the field of production, marketing and technology as well as the field of human resources. In human resource management, the concept of go green or environmentally friendly behavior is referred to as Green
Human Resource management (green HRM). According to [3] Green HRM is a policy and practice that is needed by someone who runs aspects of people or recruitment, screening, training, appraisal, and assessment. Green Human Resource Management is one part or form of support from human resource management that is able to change the behavior of employees in an organization that cares about the environment. According to [4,5] Green HRM is all activities related to the development, implementation and maintenance of all systems in an organization that aims to make all employees have awareness and behavior that is environmentally friendly, thus contributing to the green movement on the environment.

In Indonesia, a number of environmental problems are still homework that needs to be resolved, ranging from industrial waste, household waste, agriculture, to the low awareness of residents in maintaining cleanliness and so forth. According to [6–8], there is currently very limited literature that managers can use in considering and maximizing the implementation of Green Human Resource Management. This issue is very crucial because it involves the quality of life in the future. The low implementation of Green HRM in various company activities can be seen from the behavior of employees who still do not care to implement environmentally friendly behavior, there are still many employees who are wasteful of energy, doing things that have an impact on environmental pollution. This is the matter that points to the need for the implementation of human resource management in a company, which is environmentally friendly (Green HRM).

The adoption of environmentally friendly behavior in companies, of course, has enormous benefits and has a positive impact on the environment. One mining company that cares about environmental management is PT Semen Tonasa, which is located in Pangkep Regency, South Sulawesi. Their awareness of environmental management is an inseparable part of the vision and mission to become an effective and successful, and sustainable company. Green HRM helps companies to operate in an environmentally friendly way by using employees to introduce and maintain sustainable business practices. By aiming to improve and maintain morals, the importance of greening every employee of the company so that it contributes to the environment [5]. Furthermore (Edwars 2006), said that companies that implement environmentally friendly can reduce staff costs in the company, can save energy and can increase competitiveness. And can retain its employees.

The focus of this research is how the implementation of green HRM is seen from the triple bottom line theory in which these three pillars support sustainable development in the tonasa cement company in South Sulawesi. With the formulation of the problem: 1). How is the implementation of green human resource management based on triple bottom line theory at PT. cement tonasa ?. 2). How is the implementation of green human resource management in supporting sustainable development at PT. cement tonasa.

2. Methodology
The approach used in this research is research using a qualitative approach, the reason the authors use descriptive qualitative research that is, in addition to describing or describing the problems that exist the writer also wants to find out information related to this research plan, in depth in the context of Green HRM implementation in practice human resources at the tonasa cement company. Sources of data obtained from primary and secondary data by determining informants using purposive sampling techniques, to informants who can be trusted and know in depth how the implementation of Green HRM at PT Semen Tonasa. Informants in the study were HRD managers, public relations managers, and several employees who represented the overall sample size.

3. Results and Discussion
The concept of business sustainability, within the company PT. cement tonasa always holds the principle of the Three Bottom Line or Three Main Pillars, in which there are people, these three pillars are the basis for every company in formulating human resource management policies. The company
realizes that the long-term goals of the company cannot be achieved without competent employees, and have a good work ethic, are able to work together and always apply the principles of continuous learning in every work activity. PT. Semen Tonasa always develops human resources to ensure the achievement of the vision and mission of holding to make the company employees of an international scale and achieve sustainable benefits. Successful environmental management will create sustainable business growth and break the assumption that the cement industry has always had a negative impact on the environment.

3.1 Implementation of green human resource management based on triple bottom line

Various efforts have been made by PT Semen Tonasa in carrying out its activities, so as to have a good impact on the environment, social and corporate profits. This is in line with the results of interviews with HRD PT. cement tonasa. Green HRM combines the ideas and practices of environmentally friendly human resources to obtain sustainable resources that can provide more benefits to the company, by reducing the amount of energy waste, as well as increasing employee awareness at work.

3.1.1. Green human resource management reviewed from the planet. Companies are required to participate in preserving the environment and sustainable biodiversity. Various efforts were made by PT Semen Tonasa in paying attention to its environmental problems. At present, PT Semen Tonasa continues to strive to implement environmentally friendly industries, one of which is through the commitment to apply the ISO 14001 version of the Environmental Management System 2004. Even through the Corporate Social Responsibility (CSR) program, environmental issues continue to be minimized by efforts to create a green industry. Excerpted from the official website of PT Semen Tonasa, where the business of PT Semen Tonasa continues to support the Go Green program by reducing CO2 gas emissions in the factory unit. Reducing CO2 emissions, done by optimizing the use of alternative fuels and reducing the use of coal. One component of production costs that has a sizeable portion is the cost of fuel, therefore the Company continues to strive to make efficiency / savings in fuel by increasing the use of alternative fuels that have started since 2009.

At present, the AFR facility at the 2/3/4 kiln has been installed and has been utilized in plant operations. The use of alternative fuels is done with several considerations, namely Providing solutions for handling agricultural waste in the surrounding environment, reducing CO2 emissions caused by burning fossil fuels, creating environmentally friendly factories and assisting government programs in order to reduce the effects of global warming.

3.1.2. Green human resource management in terms of people. Fair and profitable business practices for workers, the community and the regions where the company does business will have a good impact on the company's sustainability. The company is not an entity that operates only for itself, but must also provide benefits for other parties such as the community around the company. [9] said that if a company does not have high attention related to employee problems, it can be predicted that the company does not have high attention to environmental problems and other social responsibility. So, if a company wants to be declared as a responsible company, the main requirement is knowing exactly what the impacts of its operations are, both negative and positive.

As an answer to face the dynamics of change and business competition, since 2009 the company has supported and been involved in holding projects as stated in the Human Capital Master Plan (HCMP). It is expected that through the HCMP all systems related to human resource management can be standardized and well integrated among the three cement companies under the auspices of the Semen Indonesia Group. The company's mission which is also the mission of the Semen Indonesia Group is that with the creation of HCMP, the company's HR as a group can have the main character called: "GREATe" Human Capital which has the character of Global Orientation Mind, Reliable in Strategic Way, Enthusiasm to Innovate, Accord in Harmony and Toward Good Business Ethics.

In addition, the company also provides a free health clinic for employees and provides free lunches every day. When company employees are empowered, the company does not forget their
responsibilities towards the community around the company. The programs that have been carried out are expected to be able to shape or create a more prosperous and independent community life. Development of activities that are sustainable, creative and consistent with improving the quality of human life. The program requires strong commitment, active participation, and sincerity from all concerned parties. A sustainable program is expected to be able to shape or create a more prosperous and independent community life [10]. The activity that was carried out was indeed part of the company's commitment. It was also revealed that a commitment had to be carried out by a company to maintain its existence and as a feedback between the company and the environment and the community (stakeholders) in the area where the company was established [11].

3.1.3. Green human resource management in terms of profit. The company must still be oriented to seek economic benefits that allow it to continue to operate and develop, as well as PT Semen Tonasa which maintains its existence in supporting the sustainability of the company by achieving a profit as large as possible without regard to other rights such as issuing costs to the environment and helping the community around the company. This Triple Bottom Line Theory directs companies to voluntarily contribute to create a better social life and a healthy environment [12].

Business operations that are environmentally friendly and friendly to the community are the key to success in pursuing business growth, thus the profits obtained are not instantaneous profits, but are sustainable profits.

3.2. Implementation of green human resource management in support of sustainability development

Normatively, the management and utilization of the environment and natural resources must pay attention to environmental balance and the preservation of their functions and abilities. Utilization and management of the environment of natural resources is not only intended to be enjoyed in the present, but it is obligatory to pay attention to the lives of future generations. So that in the management and utilization of the environment and its natural resources, it is appropriate to take action or prevent and control the negative impacts of development through the active participation of the parties as stakeholders in development. Such as elements of society, investors and government.

Since exploring the potential of mines in the Pangkep Regency, PT Semen Tonasa has seriously demonstrated its social responsibility towards environmental care and the community's implementation of Green Human Resource Management can be seen through its Corporate Social Responsibility (CSR) program. This CSR continues to be applied with the principle of sustainable development. The principle of sustainable development is to meet the needs of the present without sacrificing the needs of future generations. CSR is carried out in various fields such as social, economic, and environmental. In the social sector, the company provides education scholarship funds for students, community training. In the economic field, the company helps small and medium businesses (SMEs) by providing loan funds to develop their businesses. Then, in the environmental field, the company reclaims the area of the former mine, plants tree seedlings, and treats waste by recycling. So, not only take advantage by exploiting existing natural resources, but also must be able to provide benefits to the community and preserve the environment.

4. Conclusion

In implementing the green industry, cement tonasa improves the efficiency and effectiveness of production using the no cost and low cost approach. The implementation of Green HRM through the implementation of corporate social responsibility (CSR) programs of Semen Tonasa has five pillars which are called Tonasa Brothers, namely: Independent Tonasa, Smart Tonasa, Healthy Tonasa, Unpretentious Tonasa, and Green Tonasa. This is important so that the company has an icon that the industry is not defined as an environmental destroyer but how the presence of the industry in terms of the economy is exploited properly, but from the environment continues to be improved by continuing to protect the environment. Semen Tonasa has a strong commitment to continue to protect the environment, not only exploiting but how after the utilization there is good maintenance based on
"Green Industry", in the end it will further enhance the value and performance of the company in the future in the eyes of Shareholders and Stakeholders.

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