



DOI: <https://doi.org/10.31933/dijemss.v5i5>

Received: 21 May 2024, Revised: 7 June 2024, Publish: 9 June 2024

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Implementation of Green Human Resources Strategy (Study on Kampung Kue Rungkut) Based on SWOT

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Abstract: To identify the internal and external environment with SWOT analysis in UMKM Kampung Kue Rungkut and formulate alternative business development strategies. The research method applied in this study is a qualitative descriptive approach. Data collection was done through observation, interview, and documentation. SWOT analysis indicates that Kampung Kue Rungkut has superior strengths and opportunities compared to the existing weaknesses and threats. Therefore, the direction of the business strategy being developed by these MSMEs supports the Aggressive Strategy. This research contributes to business development by explaining the green human resources strategy that MSMEs must implement to maximize opportunities and reduce threats.

Keywords: SWOT Analysis, GHRM, MSMEs.

INTRODUCTION

The distinctive characteristics of MSMEs, such as small business scale, simple organizational structure, and lack of formal infrastructure, affect the approach to HR management. Appropriate strategies are needed to address these challenges and utilize the full potential of HR to enhance the competitiveness and growth of MSMEs. In the increasingly pronounced dynamics of globalization and climate change, there is an urgent need to develop sustainable human resource management (HRM) strategies. Particularly in the MSME sector, attention to adverse environmental impacts is often overlooked in favor of achieving quick profit targets. However, in recent years, awareness of the importance of protecting the environment has increased, especially in big cities. This has also influenced the approach to HRM. One of the approaches adopted in addressing this challenge is implementing the Green Human Resources Management (GHRM) strategy, which aims to combine business needs with environmental sustainability, especially in big cities.

Green HRM aims to reduce the negative impact of a business on the environment and contribute to environmental restoration and business sustainability in MSMEs. Research shows that Green HRM can affect company performance, work behavior, and innovation (Rosenbaum & Werner, 2021; Khan et al., 2022). Prahalad and Hamel (1990) state that innovation and new product development can be vital in creating future markets, and a business needs to maintain its sustainability. To create this, businesses must optimize human

resources and choose the right management approach. One management approach that is considered adequate in the context of sustainable development is Green HRM (Rosenbaum & Werner, 2021). Saunders et al. (2010) stated that in the context of Green HRM, it is essential for companies to demonstrate their commitment and concern for the environment through the use of environmentally friendly HRM practices, such as training and skills development for employees related to sustainable businesses and promoting the use of environmentally friendly transportation. In another study, Khan et al. (2022) found that using Green HRM practices can affect the company's work efficiency by reducing operational costs and increasing employee productivity. Another study showed that Green HRM practices are associated with increased innovative production, including increased product and process innovation and the ability of employees to create new ideas (Ketut Pasek, 2022).

The research focus location for GHRM is Kampung Kue Rungkut in Surabaya, a large urban city that faces challenges in managing environmentally friendly human resources. As a growing center of economic activity, Surabaya is under pressure to achieve sustainable economic growth while maintaining good environmental quality. Kampung Kue Rungkut was chosen as the research object because it is one of the areas with great potential to implement GHRM strategies while strengthening Surabaya's position in maintaining a balance between economic growth and environmental preservation.

Implementing the GHRM strategy in Kampung Kue Rungkut is expected to be a proactive step in facing environmental challenges and improving residents' quality of life. By considering the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, the GHR strategy can be developed more effectively and efficiently. The SWOT analysis provides an in-depth understanding of the internal and external conditions of the village and helps identify factors that affect the successful implementation of the GHR strategy. The successful implementation of the GHR strategy in Kampung Kue Rungkut will significantly benefit the environment and the local community. This village can become an example for other regions to adopt sustainable HR management practices by utilizing local potentials and advantages and overcoming existing challenges and threats. In addition, this research also contributes to the literature on the implementation of GHR strategies in local contexts, which can serve as a reference for future researchers and practitioners.

This research is expected to reveal the potential and challenges in implementing the GHR strategy in Kampung Kue Rungkut and provide recommendations for further development. Thus, efforts to strengthen sustainable human resource capacity can be carried out sustainably, resulting in positive impacts on the environment, society, and the economy. This research is also part of a broader effort to support sustainable development in Indonesia, which aligns with global commitments to protect the earth.

METHOD

This type of research is qualitative, which sees from the participant's point of view with an interactive, flexible, and more descriptive strategy. Qualitative research uses descriptive qualitative research methods. Informants in this study were identified using purposive and snowball sampling methods. This research uses data collection techniques: Observation, interview, and documentation. The first data collection is observation; the nature of researcher observation is passive participant observation in Sugiono (2016: 228).

Data processing is the focus of this research. This research describes and identifies SWOT analysis as a human resource development strategy. The steps used are editing and interpreting. This research uses data validation techniques with observation persistence techniques, confirmation through discussion, member checks, and triangulation. This research uses qualitative data analysis with data reduction, representation, and verification stages to answer existing problems. The research was conducted in Kampung

Kue Rungkut Surabaya involving 68 traditional cake traders who sell their cakes along Rungkut Lor Gg. II No. 1 Surabaya.

RESULTS AND DISCUSSION

Green Human Resources Management (GHRM)

Green Human Resources Management (GHRM), according to Renwick et al. (2013), is an approach to human resource management that prioritizes environmentally friendly and sustainable practices. This includes recruitment policies that consider environmental awareness, training to increase understanding of sustainability issues, and performance evaluations that consider the environmental impact of employee actions. Furthermore, according to Jackson (2018), Green Human Resources (GHR) is an approach that emphasizes the management of human resources by considering the organization's impact on the environment and society. It involves using sustainable HR practices, such as waste reduction, energy savings, and promoting environmental awareness among employees. Baumann and Schmidt (2017) state that Green Human Resources (GHR) is an HR strategy that integrates the principles of sustainability and social responsibility into human resource management practices. It includes aspects such as using green technology, work flexibility policies to reduce carbon emissions, and training to raise awareness of environmental issues.

In addition, Schuler and Jackson (2014) argue that Green Human Resources (GHR) refers to an approach to human resource management that prioritizes environmentally friendly and sustainable practices in every aspect of the employee life cycle, from recruitment to retirement. This involves using green technology, work flexibility policies to reduce carbon footprints, and education and training to raise awareness of environmental issues among employees. Another opinion Boselie et al. (2013) expressed is that Green Human Resources (GHR) is an approach in human resource management that pays attention to practices that support the reduction of the company's environmental footprint. This includes sustainable recruitment and selection, sustainability-focused employee development, and incentive systems that encourage participation in environmental initiatives. Guest (2017) states that Green Human Resources (GHR) is an approach that promotes environmentally responsible HR practices, including energy management, use of green materials, and waste reduction. It involves employee education on sustainability, as well as the integration of environmental metrics into performance evaluations.

Finally, Green Human Resources (GHR), according to Renwick et al. (2013), is a strategic approach to human resource management that aims to integrate sustainability principles into organizational culture. This includes the development of environmental policies, creating a sustainable work environment, and empowering employees to contribute to the company's sustainability goals. Considering these definitions, it can be understood that Green Human Resources (GHR) is about managing employees efficiently and how organizations can actively protect the environment and society around them.

Strategy

Rothaermel (2019) states that strategy is a long-term planning process that includes setting organizational goals, analyzing the external and internal environment, and developing an action plan to achieve these goals. Meanwhile, Hitt et al. (2019) state that strategy is a series of decisions taken by management to achieve organizational goals and provide direction for allocating company resources. This is in line with the statement of Barney and Hesterly (2018), which states that strategy is a pattern of action chosen by an organization to achieve a competitive advantage in its environment by adjusting resources to existing opportunities and threats. According to Thompson et al. (2017), Strategy is an integrated plan that includes resource allocation and tactical steps to achieve the organization's long-term vision and goals.

Another explanation of Strategy is expressed by Hill et al. (2019), which states that strategy is a process that involves selecting goals, developing plans, and allocating resources to achieve these goals in the context of business competition. Meanwhile, Dess et al. (2019) states that strategy is a pattern of decisions and actions taken by management to achieve organizational goals in a dynamic and competitive environment.

According to David and David (2017), Strategy is an integrated plan designed to achieve competitive advantage and maximize value for organizational stakeholders. Finally, Pearce and Robinson (2018) state that strategy is a series of steps an organization takes to achieve a competitive advantage by utilizing internal strengths and responding to changes in the external environment.

From the various definitions of strategy presented, it can be concluded that strategy is an integrated planning and decision-making process that aims to achieve the long-term goals of an organization in the context of a dynamic and competitive environment. Strategy involves identifying organizational goals, analyzing the external and internal environment, and developing a plan of action that includes allocating resources to achieve these goals. In addition, the strategy also focuses on developing an organization's competitive advantage by capitalizing on internal strengths and responding to changes in the external environment. It emphasizes the importance of organizational adaptation to environmental changes and the selection of appropriate actions to achieve competitive advantage.

SWOT

SWOT analysis is a technique used to identify internal (strengths and weaknesses) and external (opportunities and threats) factors that affect the performance of an organization or project. This technique helps formulate effective strategies to achieve specific goals. (David & David, 2017). SWOT analysis is a strategic evaluation tool used to evaluate internal and external factors that affect the performance of an organization. Internal factors include the internal strengths and weaknesses of the organization, while external factors include opportunities and threats in the organization's external environment. (Wheelen et al, 2017).

Hitt et al. (2020) state that SWOT analysis is an evaluation method that identifies an organization or project's strengths, weaknesses, opportunities, and threats. Understanding these factors allows management to develop more effective strategies to achieve organizational goals. SWOT analysis is a technique managers use to evaluate internal and external factors that affect organizational performance. By understanding strengths, weaknesses, opportunities, and threats, managers can develop more effective strategies to achieve organizational goals. (Dess et al., 2020)

A SWOT matrix can facilitate implementation and provide appropriate advice and strategies. The SWOT matrix can be used to clearly describe the external opportunities and threats faced by the company and adjust to its strengths and weaknesses. The SWOT matrix (Strengths-Weaknesses-Opportunities-

Threats) are an essential tool to help managers develop four types of strategies, namely SO (strengths- opportunities), WO (weakness-opportunities), ST (strengths-threats), and WT (weaknesses-threats) (Amalia, 2012). SO strategy is determined based on the organization's way of thinking by utilizing all strengths to seize and take advantage of the maximum opportunities. This is a positive, aggressive strategy: attacking with initiative and planning. A strategy that utilizes strengths so that existing opportunities can be utilized. Data on programs or activities that will be implemented, as well as when and where they will be carried out so that organizational goals will be achieved in a planned and measurable manner.

The organization pursues external opportunities in the SO strategy by considering its strengths. WO strategy is a strategy that is determined based on the utilization of existing opportunities by minimizing weaknesses in the organization. In this case, it is necessary to design a turnaround strategy. Ample external opportunities are essential to achieve, but

internal problems or weaknesses in the internal organization are more important in finding solutions. Hence, achieving great opportunities needs to be scaled down a little. In this case, the organization's weaknesses must be improved, and solutions must be sought to obtain these opportunities. The ST strategy is a strategy that is determined based on the strengths of the organization to overcome the threats detected. This strategy is known as a diversification strategy or difference strategy. No matter the significance of the threat, panic and haste only worsen the atmosphere. For this reason, organizations with great strengths are independent and can be used as weapons to overcome these threats.

Identify strengths and use them to reduce external threats. The WT strategy is applied in the form of defensive activities to try to minimize existing weaknesses and avoid threats. Because

in this condition, the organization is in danger, weaknesses afflict internal conditions, and threats from outside will also be attacked. If you do not take the right strategy, then this condition can hurt the image and existence of the organization in the future; what needs to be done is that together, all elements of the organization plan an activity to reduce organizational weaknesses and avoid external threats (Freed, 2010).

	<i>Strengths</i>	<i>Weakness</i>
<i>Threats</i>	<p>ST</p> <p>utilizing potential to deal with <u>threats</u></p>	<p>WT</p> <p>minimize weaknesses to deal with <u>threats</u></p>
<i>Opportunities</i>	<p>SO</p> <p>harnessing potential to seize <u>opportunities</u></p>	<p>WO</p> <p>overcoming weaknesses to seize <u>opportunities</u></p>

Figure 1. Matriks SWOT

Table 1. Matriks SWOT

	<p>Kekuatan (S)</p> <p>Consists of 68 small traders with skills in making various types of cakes</p> <p>Already has a well-coordinated association</p> <p>Provides broad access for members of the kampung kue paguyuban to develop skills in making various cakes from natural ingredients.</p> <p>Commitment to Sustainability</p>	<p>Kelemahan (W)</p> <p>Resource Limitations</p> <p>Employee Awareness and Acceptance Level</p> <p>Densely populated neighborhood conditions</p> <p>There is no Green Recruitment and Green Compensation system yet.</p>
<p>Opportunity (O)</p> <p>Training program support from Surabaya City Government and capital support from BRI</p> <p>Partnerships with Environmental Organizations:</p> <p>Establishing partnerships with raw material suppliers</p>	<p>Strategy SO</p> <p>Strengthening Partnerships with Government and BRI</p> <p>Collaboration with Environmental Organizations</p> <p>Skills and Knowledge Development</p> <p>Collaboration with Raw Material Suppliers</p>	<p>Strategy WO</p> <p>Environmental Awareness Training</p> <p>Development of Green Recruitment and Green Compensation System</p> <p>Increased Environmental Awareness in the Neighborhood</p> <p>Counseling on the Use of Environmentally Friendly Technology</p>

-Skills and Knowledge Development	Development of Internal Green HRM Program Use of Technology to Support Green Practices	Preparation of Environmental Regulation Adaptation Plan
Ancaman (T) High Cost of Implementation Limited Human Resources Limited access to the use of evolving technology to support Green Human Resources practices Changes in Environmental Regulations	Strategy ST Diversifying Human Resources Building Strategic Partnerships with the Government and BRI Increased Internal Awareness and Acceptance Increased Environmental Initiatives in Neighboring Areas Adoption of Green Practices as a Competitive Advantage	Strategy WT Konseling dan Pelatihan Karyawan Pengembangan Rencana Kontinjensi SDM Manajemen Hubungan Pemasok Peningkatan Keberlanjutan Keuangan Pemahaman dan Kepatuhan terhadap Peraturan Lingkungan Hidup

Source: Processed by researchers (2024)

Tabel 2. Indikator Bobot Kekuatan

No	Faktor Internal	Rating	Bobot	Nilai
1	Consists of 68 small traders with skills in making various types of cakes	4	0,25	1
2	Already has a well-coordinated association	3	0,25	0,75
3	Provides broad access for members of the Kampung Kue association to develop skills in making various cakes from natural ingredients	3	0,25	0,75
4	Commitment to Sustainability: Kampung Kue Surabaya may have a solid commitment to environmentally friendly practices in human resource management, including the use of organic or local ingredients, prudent waste management, and carbon footprint reduction.	2	0,25	0,5
	Total		1	3

Source: Processed by researchers (2024)

Tabel 3. Indikator Bobot Kelemahan

No	Faktor Internal	Rating	Bobot	Nilai
1	Limited Amount of Resources: Kampung Kue Surabaya may face limitations in human, financial, or technological resources needed to effectively implement Green HRM practices, such as employee training on environmental awareness or investment in green technology.	2	0,25	0,5
2	Employee Awareness and Acceptance Levels: There may be weaknesses in employee awareness and acceptance of Green HRM practices, which may hinder the implementation and success of the proposed environmental programs.	1	0,25	0,25
3	Neighborhood conditions, i.e., tenements that are close to each other as well as the number of residents, very dense	2	0,25	0,5
4	Green Recruitment and Green Compensation system not yet implemented	3	0,25	0,75
	Total		1	2

Source: Processed by researchers (2024)

Tabel 4. Indikator Bobot Peluang

No	Faktor Internal	Rating	Bobot	Nilai
1	Received support related to training programs from the Surabaya City Government and received capital support from BRI	2	0,25	0,5
2	Partnerships with Environmental Organizations: Opportunities	4	0,25	1

	to establish partnerships with environmental organizations or non-profit institutions to support Green HRM initiatives, such as waste management or greening the area around Kampung Kue.			
3	Establish partnerships with raw materials suppliers to obtain quality, cheap, and healthy ingredients for cake-making.	3	0,25	0,75
4	Skills and Knowledge Development: Opportunities to improve employee skills and knowledge through training and development can improve product quality and innovation in the business.	4	0,25	1
	Total		1	3,25

Source: Processed by researchers (2024)

Tabel 5. Indikator Bobot Ancaman

No	Faktor Internal	Rating	Bobot	Nilai
1	High Cost of Implementation: A threat to the successful implementation of Green HRM practices is the high costs associated with employee training, technology investments, or required changes in production processes.	3	0,25	0,75
2	Limited Human Resources: A threat to business sustainability if there is a shortage or displacement of people with specialized traditional pastry-making skills.	2	0,25	0,50
3	Limited access to evolving technology to support Green Human Resources practices.	3	0,25	0,75
4	Changes in Environmental Regulations: Threats from environmental regulations that may affect Kampung Kue Surabaya's operations or production costs, such as waste management rules or environmental tax policies.	2	0,25	0,50
	Total		1	2,50

Source: Processed by researchers (2024)

Based on the results obtained from the internal (IFAS) and external (EFAS) analysis, the next stage is scoring as presented. The results can be summarized as follows:

Total score Total Strength: 3

Total Weakness Score: 2

Total Opportunity Score: 3,25

Total Threat Score: 2,50

Furthermore, the SWOT matrix data can be described as follows:

Internal Analysis Coordinates:

$$\text{Axis } x = (\text{Strength Score} - \text{Weakness Score})/2 \Rightarrow (3 - 2) : 2 = 0,5$$

External Analysis Coordinates:

$$\text{Axis } y = (\text{Opportunity Score} - \text{Threat Score})/2 \Rightarrow (3.25 - 2.50) : 2 = 0,75$$

So, the coordinate point is located at (x, y) = (0.5; 0.33)

Based on the values obtained in the analysis, the position of Kampung Kue Rungkut Surabaya in the following SWOT quadrant:



Figure 2. Quadrant Results of SWOT Calculation

Kampung Kue Rungkut has opportunities and strengths to exploit existing opportunities. The strategy that must be applied in this condition is supporting an aggressive growth policy (growth-oriented). This is a very favorable condition for the business to take advantage of existing opportunities and the business's strengths. This position can make it possible to expand, enlarge the business, and maximize profits. Based on these results in Figure 2, the strategy obtained at Kampung Kue Rungkut Surabaya is an S-O strategy in the form of utilizing assistance from the government, expanding the supplier network, and increasing the variety of environmentally friendly products.

Meanwhile, the strategic analysis generated by the SWOT matrix is as follows:

1. **Strengthening Partnerships with the Government and BRI:** Utilize the support of training programs from the Surabaya City Government and capital from BRI to improve the skills of Kampung Kue members in cake-making and environmentally friendly practices. This will strengthen the advantage in cake-making skills while integrating green practices.
2. **Collaboration with Environmental Organizations:** Establish partnerships with environmental organizations or non-profit institutions to support Green HRM initiatives. This could include waste management programs, greening of the area, and environmental education for association members. Such collaborations not only support green practices but also enhance Kampung Kue's positive image in the eyes of the community.
3. **Skills and Knowledge Development:** Capitalize on opportunities to develop employees' skills and knowledge through training and development. With support from the government and BRI, Kampung Kue can organize regular training programs to improve product quality and innovation in the business. This will strengthen excellence in baking skills while opening up opportunities to adopt better green practices.
4. **Collaboration with Raw Material Suppliers:** Establish close partnerships with raw material suppliers to ensure the supply of quality, cheap, and healthy ingredients. This will assist Kampung Kue in strengthening the quality of its products while ensuring that the ingredients used meet eco-friendly standards.
5. **Internal Green HRM Program Development:** Using the strengths in an already well-coordinated organizational structure to develop and implement internal Green HRM programs. This includes introducing green practices in human resource management, such as using organic or local materials, prudent waste management, and reducing carbon footprint. With support from the government and BRI, Kampung Kue can strengthen its commitment to sustainability while building an environmentally responsible corporate image.
6. **Use of Technology to Support Green Practices:** Capitalize on the strengths of widespread access for association members to develop skills and knowledge in the use of technology. This includes implementing information systems or digital applications to support Green HRM practices, such as waste monitoring and management, carbon footprint tracking, and efficient internal communications. With the proper training, Kampung Kue members can utilize technology to improve operational efficiency and support better green practices.

CONCLUSION

In implementing Green HRM in Kampung Kue, the strategy that can be done is to seek support from the government and environmental organizations and develop employee skills and knowledge through training and development to improve product quality and innovation in business. Kampung Kue in Rungkut Lor Surabaya is one of the many MSMEs in Indonesia. As the primary sector of the Indonesian economy, small and medium enterprises play an important role in Indonesia's economic growth. To maintain business sustainability, small and medium enterprises must be able to adapt to existing situations and conditions and

optimize the potential of their resources. In the context of Kampung Kue Surabaya, implementing Green HRM strategies can provide significant economic and environmental benefits. Therefore, with the efforts of Kampung Kue, small and medium enterprises in Indonesia should be able to improve the implementation of Green HRM as part of future business strategies by taking into account existing strengths, weaknesses, opportunities, and threats.

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