

ABSTRAK

Nilai keberlanjutan menjadi suatu aspek yang saat ini menjadi pertimbangan semua lini bisnis dengan harapan organisasi dapat bertanggung jawab secara jangka panjang. Keberlanjutan dan Human Resource (HR) saling berhubungan melalui faktor manusia yang mampu berdampak langsung terhadap elemen lainnya. Mendukung praktik HRM yang berkelanjutan didukung oleh praktik *Sustainable Human Resource Management* (SHRM) yakni merupakan suatu pendekatan inovatif yang tak hanya membahas keuntungan bisnis semata, melainkan pada sumber daya manusia yang membahas aspek bisnis secara lebih luas. Kesuksesan SHRM didukung peran kepemimpinan yang berorientasi dengan keberlanjutan seperti halnya yang dilakukan oleh PT. Pertamina Training and Consulting (PTC) yang merupakan anak perusahaan BUMN PT.Pertamina (Persero) turut serta aktif dalam berbagai aspek keberlanjutan.

Penelitian ini merupakan penelitian kualitatif deskriptif yang bertujuan untuk menganalisis peran kepemimpinan pada PTC berdasarkan kepada tiga dimensi SHRM; lingkungan, sosial dan ekonomi. Parameter dalam lingkungan: *Green Job Design, Green Recruitment & Selection, Green HR Planning, Green Training, Green Performance Evaluation, Green Reward & Compensation Management System, Green Health and Safety Management, Implementation of Green Policy, Employee Discipline Green Management, Employee Green Relation*. Parameter sosial: Infrastruktur Sosial, Ketersediaan kesempatan karir, Aksesibilitas, Kemampuan untuk Memenuhi Kebutuhan Psikologis, Keadilan Sosial, *Social Sustainability Design, Social Sustainability, Corporate Social Responsibility* (CSR). Sedangkan parameter ekonomi: Efektivitas Sumber Daya Manusia, *Re-engineering*, Strategi Pengurangan Biaya, Komitmen Manajemen Senior terhadap Ekonomi Keberlanjutan, Pengembangan fasilitas, Kebijakan Makroekonomi, Jaminan Pekerjaan.

Pentingnya keberlanjutan dalam proses bisnis dapat didukung dengan implementasi SHRM. Keberlanjutan bisnis melalui SHRM membutuhkan aktor penting dibalik implementasinya yakni *top team management* (TMT) atau pemimpin. Peran kepemimpinan erat kaitannya dengan mobilisasi anggota, legitimasi, alokasi sumber daya hingga mempengaruhi kesepakatan dalam praktik *Human Resource* (HR). Kesuksesan implementasi konsep SHRM dapat dilihat dari peran kepemimpinan dalam mempengaruhi berbagai aktivitas bisnis.

Hasil penelitian menunjukkan bahwa peran kepemimpinan menjadi faktor penting dalam keberhasilan SHRM. Hal tersebut berpengaruh terhadap PTC sebagai *subsidiary* yang bergerak pada bidang jasa, telah memberikan langkah konkrit pada keberlanjutan. Masih terdapat beberapa kekurangan dalam praktek SHRM di PTC melalui peran kepemimpinan seperti belum adanya kebijakan lingkungan, belum adanya hubungan dengan komunitas eksternal lingkungan, program CSR yang belum berkelanjutan dan masih kurang terpenuhinya kebutuhan psikologis yakni *recognition* kepada pekerja. Pemimpin diharapkan dapat memberikan perhatian lebih kepada pemberdayaan CSR, kebutuhan psikologis pekerja, mengaktualisasikan inovasi serta memberikan atensi lebih terkait kebijakan yang berhubungan dengan lingkungan.

Kata kunci: HRM, SHRM, Peran Kepemimpinan

Abstract

The value of sustainability is an aspect that is currently being considered by all business lines with the hope that the organization can be responsible for the long-term goal. Sustainability and Human Resource (HR) are interconnected through human factors that can have a direct impact on other elements. With all that is supported by Sustainable Human Resource Management (SHRM) practices, which is an innovative approach that does not only discuss business benefits, but also human resources that discuss business aspects more broadly. The success of SHRM is supported by a leadership role that is oriented towards sustainability as has been done by PT. Pertamina Training and Consulting (PTC), which is a subsidiary of the state-owned company PT Pertamina (Persero), which is actively involved in various aspects of sustainability.

This research is descriptive qualitative research that aims to analyze the role of leadership in PTC based on three SHRM parameters; environmental, social, and economic. Variables in the environment: Green Job Design, Green Recruitment & Selection, Green HR Planning, Green Training, Green Performance Evaluation, Green Reward & Compensation Management System, Green Health and Safety Management, Implementation of Green Policy, Employee Discipline Green Management, Employee Green Relations. Social variables: Social Infrastructure, Availability of career opportunities, Accessibility, Ability to Fulfill Psychological Needs, Social Justice, Social Sustainability Design, Social Sustainability, Corporate Social Responsibility (CSR). Meanwhile the economic variables are: Human Resources Effectiveness, Re-engineering, Cost Reduction Strategy, Senior Management Commitment to Economic Sustainability, Facility Development, Macroeconomic Policy, Employee Guarantee.

The importance of sustainability in business processes can be supported by the implementation of SHRM. Business sustainability through SHRM requires an important actor behind its implementation, namely top team management (TMT) or leaders. The role of leadership is closely related to member mobilization, legitimacy, resource allocation to influencing agreements in Human Resource (HR) practices. The successful implementation of the SHRM concept can be seen from the role of leadership in influencing various business activities.

The results showed that the role of leadership is an important factor in the success of SHRM. This affects PTC as a subsidiary engaged in the service sector, which has provided concrete steps for sustainability. There are still some shortcomings in the practice of SHRM at PTC through leadership roles such as the absence of environmental policies, the absence of relationships with external environmental communities, unsustainable CSR programs and the lack of fulfillment of psychological needs, namely recognition of workers. Leaders are expected to pay more attention to CSR empowerment, psychological needs of workers, actualize innovation and give more attention to policies related to the environment.

Key Indicator: HRM, SHRM, The Role of Leader