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Adaptive Policies: Human Resource Management Strategies for Green Job Development in West Nusa Tenggara

Amil[1]*, Rifaid[1], and Cahyadi Kurniawan[2]

[1]Department of Government Science, Universitas Muhammadiyah Mataram, Mataram, Indonesia
[2]Faculty of Education, Social Science and Islamic Studies, Universiti Muhammadiyah Malaysia, Perlis, Malaysia

*Corresponding Author Email: amil@ummat.ac.id , No Telp: +62 878-5708-0042;

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Abstract

This study is motivated by the growing urgency of transitioning to a green economy in response to climate change and environmental degradation, which requires adaptive and sustainable policies to develop a competitive green workforce. The objective of this study is to analyze existing adaptive policies, identify institutional and human resource challenges, evaluate the effectiveness of current human resource management strategies, and formulate an evidence-based adaptive policy framework to strengthen workforce competencies and accelerate the development of a sustainable green jobs ecosystem in West Nusa Tenggara. This research employs a qualitative approach using policy document analysis, semi-structured interviews, and focus group discussions (FGDs). The data were analyzed using NVivo 12 Plus through thematic coding and pattern identification. The findings reveal that adaptive policy implementation remains in a transitional phase, characterized by fragmented governance, limited cross-sector collaboration, insufficient integration between workforce development and regional planning, and the lack of a comprehensive information system for the green labor market. Nevertheless, opportunities exist through vocational training initiatives, increasing awareness of the green economy, and the active role of local governments and educational institutions. This study proposes an integrative and collaborative adaptive policy framework that includes developing a regional green jobs roadmap, strengthening institutional coordination, establishing data-driven systems for labor market information, enhancing green skills development, and strengthening partnerships among government, industry, academia, and communities. These recommendations contribute to adaptive governance and human resource management literature while supporting a just, inclusive, and sustainable green transition.

Keywords: Adaptive Policy, Green Jobs, Human Resource Management

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Introduction

The background of this study is rooted in the growing urgency of transitioning to a green economy to address the challenges of climate change and environmental degradation, which necessitates the creation of green jobs (Davidescu et al., 2020; Haldorai et al., 2022; Munawar et al., 2022). In West Nusa Tenggara, the potential for green job development is quite significant alongside the growth of sectors such as renewable energy (Gokarn et al., 2023), sustainable agriculture (Song et al., 2020). However, challenges remain regarding human resource readiness, including a lack of specific skills for green jobs and the limited integration of environmental aspects into labor policies (Becker et al., 2022). Therefore, effective and sustainable HR management strategies are needed to ensure a competent, adaptive workforce capable of supporting the transition toward green development (Akdere & Egan, 2020; Benevene & Buonomo, 2020).

Green jobs generally refer to work that directly contributes to the preservation or restoration of environmental quality, in both traditional sectors, such as manufacturing and construction, and emerging sectors, such as renewable energy and resource efficiency (Harju et al., 2021; N. Shah & Soomro, 2022). These jobs encompass activities that promote the use of clean energy, reduce greenhouse gas emissions, conserve ecosystems, and support sustainable waste management (Karatepe et al., 2022). Green jobs not only support environmental goals but also create new economic opportunities and improve job quality through better occupational safety and health standards (Mihalache & Mihalache, 2021). In other words, green jobs are a vital part of the transition toward an inclusive and sustainable green economy (Ahmad et al., 2021).

Human Resource (HR) management strategies are systematic approaches to managing the workforce in alignment with organizational goals, including in the context of green job development (Usman et al., 2022). This strategy encompasses planning for an environmentally friendly workforce, recruitment and selection that consider green competencies, training and development to enhance sustainable skills, and the provision of incentives that support pro-environmental work behavior (Lopez-Cabrales & Valle-Cabrera, 2020; Myhill et al., 2021). Additionally, HR management strategies emphasize fostering a work culture that supports green innovation, cross-sector collaboration and strengthening leadership roles in realizing the vision of sustainable development. With the right strategies, the development of green jobs can become an integral part of economic transformation toward a greener and more inclusive future (Boehnlein & Baum, 2020; Silic et al., 2020; Tuan, 2022).

The problem-solving approach in this study conceptually employs a strategic human resource management framework oriented toward sustainable development. This approach emphasizes integrating workforce planning, developing green skills, and creating a work environment that supports environmentally friendly practices (Ahammad et al., 2020; Chen & Wu, 2022; Langer & König, 2023). By adopting a sustainability perspective, this approach also considers collaboration among the government, the private sector, and educational institutions to develop policies and training programs that address the needs of green jobs (Cheng et al., 2022; Tandon et al., 2023). Through this approach, an adaptive, context-specific HR management strategy will emerge capable of addressing the challenges of the transition to a green economy in West Nusa Tenggara .

Although 507 documents in the Scopus database as of December 2025 addressed green jobs, the results of the bibliometric analysis indicate that studies specifically linking this topic to human resource management strategies and the urgency of adaptive policies remain limited, as illustrated in Figure 1.

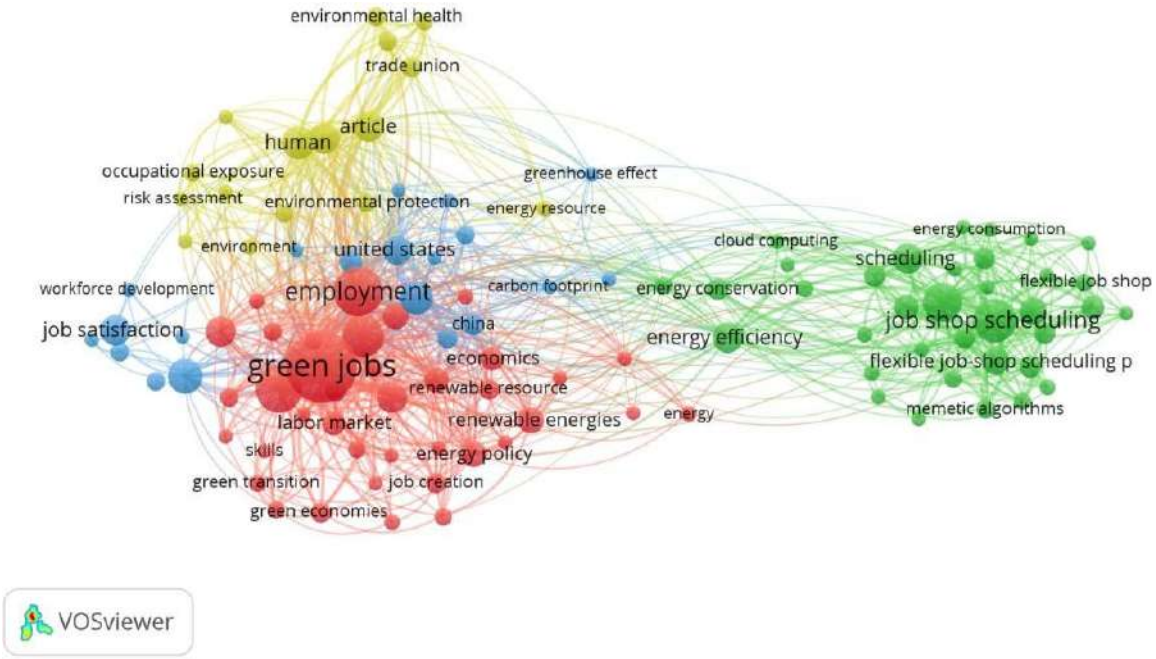


Figure 1. Mapping of current research themes, Source: Compiled by the researcher using Vosviewer from the Scopus database, 2025.

The novelty of this study lies in its focus on integrating the concept of green jobs with human resource management strategies and adaptive policies within the local context of West Nusa Tenggara. This approach has not been extensively explored in the literature, thereby offering both theoretical and practical contributions to the development of green human resources at the regional level.

Based on this background, the research questions in this study are:

(a) how are adaptive policies designed and implemented within human resource management strategies to support green job development in West Nusa Tenggara;

(b) what factors influence the effectiveness of human resource management strategies, particularly in enhancing workforce competencies, adaptability, and readiness to meet the demands of green jobs; and

(c) how adaptive policies can be effectively designed and implemented within human resource management strategies to accelerate the development of sustainable and inclusive green jobs in West Nusa Tenggara.

The objective of this study is to analyze the design and implementation of adaptive policies within human resource management (HRM) strategies to support and accelerate the development of green jobs in West Nusa Tenggara, while identifying the factors that influence their effectiveness in enhancing workforce competencies, adaptability, and readiness, and formulating a policy model that is more responsive, inclusive, and sustainable. The significance of this study lies in its contribution to enriching research on sustainability-based public administration and HRM, particularly in the context of integrating labor and environmental policies at the regional level, as well as providing strategic recommendations that can be utilized by local governments, the private sector, and

educational institutions in building a green job ecosystem that is more structured, adaptive, and grounded in the actual needs of the green job market.

Recent scholars rarely conduct research specifically linking green job development to adaptive policies at the regional level. For instance, Kuziv et al. (2025) focus on innovative leadership in human resource management for the digital economy; Giglio et al. (2025) emphasize economic resilience in farming systems; Setyadi et al. (2025) investigate the integration of green HRM within the energy sector; and Aldrees et al. (2026) explore context-aware schemes for resource management. Therefore, this research attempts to fill this knowledge gap by focusing on adaptive policies and human resource management strategies for green job development in West Nusa Tenggara.

Research Methods

This study employs a qualitative case study design to analyze policies and governance in the development of green jobs in West Nusa Tenggara. This approach was chosen to gain an in-depth understanding of how adaptive policies are formulated, implemented, and coordinated within the Human Resource Management (HRM) framework (Rifaid & Kurniawan, 2023; Yohanes et al., 2023). The study focuses on the dynamics of governance, institutional capacity, and interactions among policy actors in promoting integration between the labor and environmental sectors. Data collection was conducted through in-depth interviews with key informants **(see Table 1)**, including local government officials from relevant agencies, industrial sector stakeholders, and academics with expertise in public policy and sustainable employment. Additionally, data were obtained through policy observation, a review of regulations and local planning documents, and Focus Group Discussions (FGDs) to capture collective perspectives regarding policy implementation. The policy review covered the RPJPD, RPJMD, and RKPD, as well as strategies for employment, job training, the environment, the green economy, and sustainable development in West Nusa Tenggara. The Focus Group Discussion (FGD) involved 12 participants representing local government, the Regional Development Planning Agency (Bappeda), the Manpower Office, academia, the business sector, training institutions, and the workforce. Lasting between 120 and 150 minutes, the FGD addressed the potential for green jobs, green skill requirements, competency understanding, human resource management strategies, adaptive policies, and recommendations for developing the green workforce in West Nusa Tenggara.

Table 1. Key Informants

Informant	Topic
Head of the Manpower Agency	Policy Framework, Adaptive Policy Formulation
West Nusa Tenggara Environment Agency	Green Skills-Based Recruitment, Response to the Green Economy
Regional Development Planning Agency West Nusa Tenggara	Workforce Planning, The Role of Local Governments
Managers of Vocational Training Institutions or Vocational Training Centers	Training and Human Resources Development,
Academics	Cross-Sector Collaboration

Source: Author Research, 2026.

Data analysis was conducted thematically, with an emphasis on identifying policy patterns, institutional processes, and coordination mechanisms in the development of green jobs. The collected data were first transcribed and reduced, then coded to group information into key themes, including adaptive policy design, cross-sectoral integration, institutional capacity, and the

effectiveness of HRM strategy implementation. This approach allows researchers to examine the relationship between formulated policies and their implementation practices in the field, as well as to identify gaps between policy objectives and empirical realities. Thus, the analysis is not only descriptive but also interpretive in explaining policy dynamics and governance.

To ensure the analysis was accurate and systematic, this study used NVivo 12 Plus for qualitative data analysis. NVivo was used to organize data, perform coding, and analyze relationships among policy themes using its query and visualization features. The results of the analysis were visualized as thematic models and policy networks to facilitate the interpretation of relationships among actors and policy instruments (Ali et al., 2023). Data validity was ensured through source and method triangulation by comparing data from interviews, observations, documentation, and focus group discussions (FGDs). This methodological approach is expected to yield credible findings and provide analytical contributions to the development of adaptive policies within an HRM strategy grounded in effective and sustainable governance.

Results and Discussion

Implementation of Adaptive Policies in Human Resource Management Strategies for the Development of Green Jobs in West Nusa Tenggara

Table 2 presents a mapping of Human Resource Management (HRM) policies and strategies in support of green job development in West Nusa Tenggara. This mapping illustrates the current state of implementation, key challenges, and implications for the development of a green economy-based labor market ecosystem.

Table 2. Mapping of HRM Policy and Strategy Aspects in Supporting the Development of Green Jobs in West Nusa Tenggara

Analysis Aspects	Field Findings	Forms of Implementation	Key Challenges	Implications for Green Jobs
Policy Framework	Labor and environmental policies remain separate and have not yet been fully integrated.	Local regulations and environment-based sectoral programs are beginning to be developed	Lack of cross-sectoral regulatory harmonization	The development of green jobs has not yet reached its full potential and remains sporadic.
Adaptive Policy Formulation	The policy-making process involves the government, but participation by the private sector and academia remains limited	Development Planning Forum and Inter-Agency Coordination Forum	The lack of a data-driven collaborative approach	Policies that are not responsive enough to the needs of the green job market
Workforce Planning	There is currently no comprehensive map of green workforce needs	Sector-specific training programs such as agriculture, tourism, and energy	Limitations of the Labor Market Information System (LMIS)	There is a mismatch between industry needs and workforce skills

Green Skills-Based Recruitment	Companies are starting to consider environmental factors, but this has not yet become a primary standard	Workforce selection based on general and technical competencies	Lack of competency standards for green skills	The quality of the green workforce is not yet uniform
Training and Human Resources Development	Environment-based training programs have begun to be implemented by the government and training institutions	Training in renewable energy, waste management, and organic farming	Limited facilities and specialized instructors.	Human resource capacity building has not yet been implemented on a large scale
The Role of Local Governments	The government acts as a regulator and facilitator	Provision of training programs and incentives for green businesses.	Budget constraints and coordination issues	Promoting an emerging green job ecosystem, though it is not yet fully integrated
Cross-Sector Collaboration	Collaboration already exists but is not yet systematically structured	Collaboration with universities and specific industries	Sectoral self-interest and the lack of collaborative platforms	Collaboration among stakeholders has not yet reached its full potential in supporting green jobs
Response to the Green Economy	Awareness of the green economy is beginning to grow	Integration of environmental issues into various development programs	Lack of a long-term roadmap	The transition to a green economy is underway, but it has not yet gained momentum

Source: Author Research, 2026.

The findings of this study reveal that the lack of integration between labor and environmental policies constitutes a fundamental barrier to the development of green jobs in West Nusa Tenggara. This condition reflects a fragmented policy landscape in which employment and environmental sustainability continue to be addressed as separate sectoral agendas rather than as interconnected policy priorities. Consequently, existing initiatives are implemented in isolation, reducing their overall effectiveness and limiting their capacity to generate systemic impacts. Although several regional regulations and sector-specific programs have incorporated environmental considerations, their adaptive capacity remains constrained because they have not been designed to respond proactively to the evolving demands of the green labor market. As a result, green job initiatives are implemented on a project-by-project basis and have yet to be fully institutionalized within regional development planning and governance frameworks.

Furthermore, the study highlights that the formulation of adaptive policies has been characterized by limited participation from non-government stakeholders, particularly the private

sector, higher education institutions, and civil society organizations. This limited engagement weakens collaborative governance mechanisms that are essential for addressing the complex and dynamic nature of the green economy. Given that the development of green jobs relies heavily on innovation, technological advancement, and the continuous alignment of workforce competencies with emerging market demands, stronger cross-sector collaboration is necessary to facilitate knowledge exchange, co-create adaptive policy solutions, and enhance the effectiveness and sustainability of green employment initiatives. Strengthening multi-stakeholder partnerships will therefore be critical for building a more resilient, inclusive, and future-oriented green jobs ecosystem in West Nusa Tenggara. Forums such as Musrenbang and coordination among OPDs have indeed become formal platforms. Still, they have not yet fully accommodated data-driven needs and trends in the green labor market. The minimal use of empirical data in policy formulation results in policies that tend to be less responsive and non-adaptive to changing competency needs in the green sector. Consequently, the resulting policies have not yet served as strategic instruments for effectively guiding labor force transformation.

Furthermore, in workforce planning, the lack of green labor-market mapping poses a critical obstacle. Without an adequate labor market information system, workforce planning tends to be reactive and not based on long-term projections.s Existing training programs in NTB have indeed targeted potential sectors such as sustainable agriculture, renewable energy, and tourism, but they have not been based on comprehensive needs analysis. This has led to a mismatch between the workforce's competencies and the industry's real needs. This situation indicates that HRM strategies have not yet fully adopted an evidence-based approach, which should serve as the foundation for addressing the green economic transformation.

In the context of green skills-based recruitment, findings indicate that although there is initial awareness within the industrial sector of environmental considerations, this has not yet become a primary standard in the workforce selection process (Ahammad et al., 2020). The absence of structured and widely recognized green skills competency standards is one of the key barriers. Consequently, the recruitment process remains dominated by conventional approaches focused on general technical competencies. This results in uneven quality within the green workforce and slows the transformation toward a workforce adaptable to sustainability demands (Cheng et al., 2022; Tandon et al., 2023). In other words, the integration of environmental values into HRM practices is still in its infancy and requires strengthening through regulations and competency standardization.

In terms of training and human resource development, research findings indicate that the government and training institutions have made significant efforts to provide environment-based programs, such as training in renewable energy, waste management, and organic farming (Cheng et al., 2022; Tandon et al., 2023). However, the effectiveness of these programs remains constrained by limitations in infrastructure, facilities, and the availability of instructors specialized in green skills. Additionally, the scale of training implementation remains limited, making it unable to meet the broader workforce needs. This situation indicates that, while the level of adaptability falls into the moderate category, efforts to develop human resource capacity still require acceleration and greater investment to build a competent, competitive green workforce (Westerman et al., 2020).

On the other hand, regarding the role of local governments, cross-sectoral collaboration, and the response to the green economy, it is evident that the government has played a crucial role as a regulator and facilitator; however, it still faces challenges in terms of coordination, budget constraints, and the absence of a clear roadmap. Collaboration with the private sector and educational institutions has indeed been established, but it remains unstructured due to persistent sectoral interests and the lack of an effective collaboration platform. At the same time, the growing awareness of the green economy presents a strategic opportunity that has not yet been fully

optimized. Without integrated long-term planning, the transition to a green economy risks proceeding slowly and unevenly. Therefore, there is a need to strengthen adaptive policies that synergistically integrate all actors and resources to drive the development of inclusive and sustainable green jobs.

These findings are conceptually consistent with the literature on sustainability-based strategic human resource management and adaptive policies, which emphasize the importance of cross-actor integration, data utilization, and policy flexibility in responding to the dynamics of the external environment (Luu, 2020, 2021; Yuan et al., 2023). Limitations in collaboration during policy formulation confirm the view that innovation in green jobs is highly dependent on a multi-stakeholder governance approach, as emphasized in innovation ecosystem theory and collaborative governance. Meanwhile, the absence of green labor market mapping and the weakness of data-driven approaches reinforce the evidence-based policy argument that the quality of labor market information largely determines policy effectiveness.

Findings regarding the low standardization of green skills in recruitment and the limited training capacity are also consistent with the concept of green human resource management (GHRM), which emphasizes integrating environmental values throughout the HRM cycle, from planning to competency development (Hasanah et al., 2023). Furthermore, coordination challenges and the absence of a clear roadmap indicate that adaptive policies have not yet fully met the principles of policy agility and institutional alignment, which in the sustainable development literature are viewed as key prerequisites for driving the transition toward an inclusive and systemic green economy (Akdere & Egan, 2020; Benevene & Buonomo, 2020; Harju et al., 2021; Myhill et al., 2021).

Factors Affecting the Effectiveness of HRM Strategies in Green Job Development

The effectiveness of Human Resource Management (HRM) strategies in developing green jobs within the context of policy and governance is largely determined by institutional capacity and the quality of governance capable of integrating labor and environmental sustainability agendas (N. Shah & Soomro, 2022). These factors reflect the extent to which local governments can adaptively design, coordinate, and implement policies in response to the demands of the green economy. The findings of this study identify several factors that influence this effectiveness, as illustrated in **Figure 2.**

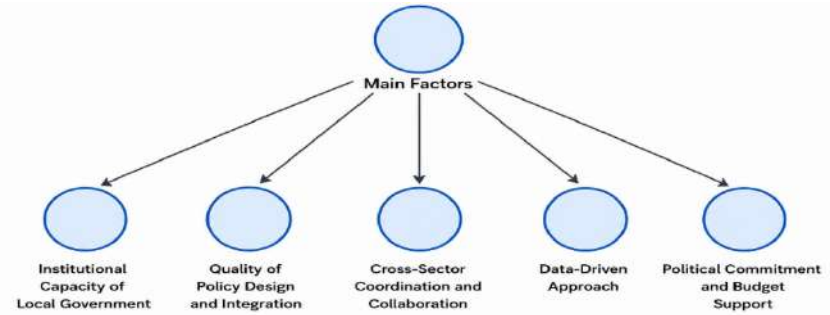


Figure 2. Factors Influencing the Effectiveness of HRM Strategies in Green Job Development.
Source: Nvivo 12 Plus, 2026

Institutional capacity is a key factor in determining the effectiveness of Human Resource Management (HRM) strategies for green jobs development. It includes the ability of local governments to plan, coordinate, analyse, and implement policies that integrate employment and environmental objectives. However, limited institutional capacity, such as inadequate staff competencies and weak inter-agency coordination, often leads to fragmented policies and reduces the effectiveness of green jobs implementation.

To strengthen institutional capacity in West Nusa Tenggara, targeted strategic steps are needed through strengthening apparatus competency, institutional integration, and collaboration-based governance reform. Regional governments need to systematically build capacity through specialized training on green skills, data-driven planning, and adaptive policy management for relevant regional government agencies (Karatepe et al., 2022). Furthermore, establishing a cross-sectoral unit or task force specifically addressing green jobs issues can be an effective mechanism for coordinating policy efforts to address policy fragmentation (Fang & Yang, 2025; Shetaban & Kavousi, 2025). Strengthening the green labor market information system is also necessary to support evidence-based policymaking. Furthermore, regional governments should encourage strategic partnerships with universities and the private sector for knowledge transfer and innovation. This step needs to be supported by regional leaders' commitment to establishing green jobs as a development priority, including by strengthening regulations and allocating adequate budgets, so that institutional transformation can proceed in an integrated, adaptive, and sustainable manner.

Furthermore, the quality of policy design and integration is a determining factor in shaping HR strategies aligned with green job needs. Partially designed and unintegrated policies tend to result in unsynchronized programs that lack impact. Therefore, policy design is needed that is not only normatively clear but also able to connect various sectors such as employment, education, industry, and the environment. This integration is crucial to ensure that all policy instruments work synergistically to encourage the development of green workforce competencies. Without strong integration, policies risk overlapping or even contradictory outcomes.

Cross-sector coordination and collaboration are also crucial factors in increasing the effectiveness of HRM strategies. Green job development is inherently multidimensional and cannot be addressed by a single actor (Ngadi et al., 2024; Sivasankaran & Kannan, 2023). Local governments need to build strategic partnerships with the private sector as labor users and educational institutions as competency providers. However, in practice, this collaboration is often hampered by sectoral egos, differing interests, and a lack of effective coordination mechanisms. Therefore, an institutionalized and sustainable collaboration platform is needed to ensure information exchange, program alignment, and strengthened synergy among stakeholders.

A data-driven approach (evidence-based policy) is a crucial element in ensuring that formulated policies are adaptive and targeted. In the context of green jobs, data on labor market needs, green industry trends, and workforce competency maps are crucial. Without adequate data support, policies tend to be speculative and unable to address real needs on the ground. Therefore, local governments need to develop an integrated labor market information system that is responsive to change. Utilizing this data is crucial not only in the planning stage but also in policy monitoring and evaluation.

To strengthen green jobs development in West Nusa Tenggara, the regional government should establish an integrated roadmap that aligns employment, education, industry, and environmental policies within a common strategic framework. This should be supported by stronger coordination among government agencies, the private sector, and universities through collaborative governance. In addition, developing an integrated, data-driven green labour market information system would improve planning, workforce development, and policy evaluation. These efforts require supportive regulations, effective institutional coordination, and strong political commitment to ensure that policies are implemented consistently and respond to the evolving needs of the green economy. Political leadership is particularly important in setting priorities, encouraging innovation, coordinating stakeholders, and overcoming bureaucratic barriers, thereby ensuring the successful implementation of adaptive and sustainable green jobs policies.

On the other hand, adequate budget support is an equally important supporting factor in ensuring the sustainability of green job development programs. Without sufficient financial resources, various programs such as training, competency development, and green industry facilitation cannot run optimally (Iqbal et al., 2022; Sharma et al., 2025). Furthermore, budget constraints often result in programs being implemented on a small scale and not being sustainable. Therefore, innovative budgeting strategies, including the use of alternative financing mechanisms and private-sector partnerships, are needed to strengthen policy implementation.

To strengthen political commitment and budgetary support in West Nusa Tenggara, regional leaders need to explicitly prioritize green job development in planning documents such as the RPJMD (Regional Medium-Term Development Plan) and RKPD (Regional Work Plan), and translate this into operational policies through regional regulations or regional head regulations that are binding across regional government agencies (OPD). This commitment must be accompanied by active political leadership to coordinate key actors, including the business community and universities, and to encourage policy innovations such as incentives for green industries and the integration of green skills-based training programs. In terms of financing, regional governments need to earmark budgets for green job programs, optimize regional budgets through performance-based budgeting, and explore alternative funding sources, such as public-private partnerships (PPPs), CSR funds, and environmental grants. Furthermore, transparency and accountability in budget management need to be strengthened through a performance-based monitoring and evaluation system, so that every budget allocation truly impacts human resource capacity building and the development of a sustainable green job ecosystem (Berrington & Macdonald, 2024; Singh, 2025; Tarique et al., 2021).

Adaptive Policies in HR Strategies for Green Job Development in West Nusa Tenggara

Adaptive HRM policies are essential for supporting green job development in West Nusa Tenggara by addressing evolving skill needs, green technology, and environmental sustainability (Aquino & Jalagat, 2022; Ramu & Anitha, 2024) . An adaptive policy approach requires public institutions to implement flexible, integrated, and data-driven policies that can respond to long-term challenges (Ayu et al., 2025). Therefore, an HRM strategy supported by adaptive policies is a strategic tool for ensuring workforce readiness while accelerating the transition to an inclusive, sustainable green economy. An integrative and flexible policy framework to support this transition is conceptualized in **Figure 3**.

The integrated and adaptive policy design for green jobs development in West Nusa Tenggara provides a framework that connects the employment, education, industry, and environmental sectors into a unified governance system. This approach shifts policy implementation from fragmented sectoral initiatives toward a more coordinated strategy. However, its effectiveness depends not only on the existence of integrated policies but also on their translation into concrete programs, budget allocations, and measurable performance indicators. Without operational mechanisms, integrated policy documents risk becoming symbolic rather than driving meaningful implementation.

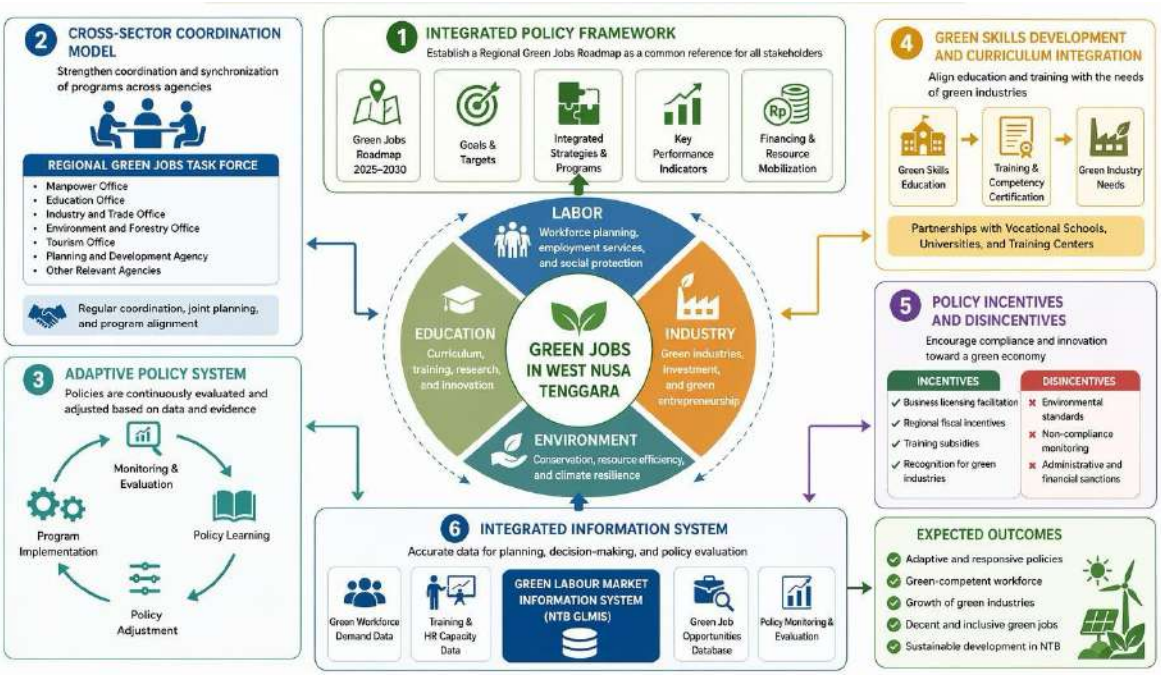


Figure 3. Designing an integrative and flexible policy framework for the development of green jobs in West Nusa Tenggara (USING CHATGPT). Source: Author Research, 2026.

Effective implementation also requires strong cross-sectoral coordination among government agencies, the private sector, educational institutions, and other stakeholders. Although coordination forums can facilitate collaboration, they are often constrained by sectoral interests, overlapping responsibilities, and weak institutional commitment. Therefore, effective leadership and clear governance mechanisms are essential to ensure accountability and sustained collaboration.

Another critical element is policy adaptability. Continuous monitoring, evaluation, and policy learning enable governments to respond to changing labour market demands and environmental challenges. However, adaptive policymaking depends on the availability of reliable data and institutional capacity to analyse and utilise evidence in decision-making. Without these capacities, policy evaluation is unlikely to generate meaningful improvements.

The framework also highlights the importance of aligning education and training systems with industry demand through the development of green skills. Strong partnerships between educational institutions and industry are necessary to reduce the mismatch between workforce competencies and labour market needs. In addition, an integrated green labour market information system can support evidence-based planning, while appropriate policy incentives encourage stakeholder participation in the green economy.

Overall, this policy design offers a comprehensive foundation for green jobs development. Nevertheless, its success ultimately depends on the capacity of local governments to strengthen institutional coordination, integrate policies across sectors, utilise data effectively, and maintain long-term political commitment to implementing adaptive governance for a sustainable green economy

To translate this policy design into concrete practice, the West Nusa Tenggara Government needs first to establish green job development as a regional strategic priority, explicitly embedded in planning documents such as the RPJMD (Regional Medium-Term Development Plan), RKPD

(Regional Work Plan), and sectoral action plans (Baluyot, 2025; Khanna, 2025; Subburao & Elango, 2023). Concrete steps include developing an integrated and operational regional green job roadmap, complete with annual targets, measurable performance indicators, and a direct link to the performance-based budgeting scheme. Furthermore, the government needs to establish a permanent cross-regional coordination forum with a clear mandate. This is not merely a consultative forum, but also one with executive functions in program synchronization and oversight of implementation. At the same time, the development of a green labor market information system must be prioritized through data integration between agencies, collaboration with the business sector, and the use of digital technology to provide real-time data on labor needs (Dundon et al., 2025; Kania, 2024; Sharma et al., 2025).

On the implementation side, local governments need to strengthen strategic partnerships with the private sector and educational institutions through concrete collaboration schemes, such as developing industry-based curricula, structured internship programs, and green skills-based training supported by fiscal and non-fiscal incentives (Widayat et al., 2023; Nurmaya et al., 2025; Zitri et al., 2024). Furthermore, the courage to implement policy instruments such as incentives for industries that create green jobs and disincentives for environmentally unfriendly business practices is needed to create market incentives that align with policy (Chakraborty, 2024; Hasan et al., 2024). These efforts must be reinforced by a data-driven, regular monitoring and evaluation system, so that policies can be adjusted adaptively to field dynamics. With strong political leadership, institutional strengthening, and evidence-based, collaborative policy implementation, the West Nusa Tenggara government can accelerate the transformation toward a sustainable, inclusive green jobs ecosystem.

The findings of this study are consistent with previous research, which confirms that the success of green job development is determined not only by improvements in workforce competencies, but also by the quality of governance, institutional capacity, and policy integration. Bowen et al. (2018) indicate that the transition to a green economy is changing the structure of labor demand, thereby requiring policies that can integrate labor issues with the sustainable development agenda not merely the upskilling of the workforce. In addition, Jia et al. (2023) explains that the successful implementation of sustainable human resource management is heavily influenced by the institutional context and organizational governance, so sustainable HRM practices cannot function effectively without strong institutional coordination and commitment. The findings of this study are also supported by Luo and Marrone (2026), which found that investments in green workforce only yield optimal environmental performance when supported by strong sustainability governance mechanisms. However, the findings of this study also expand upon previous research. Most studies on Green Human Resource Management focus primarily on internal organizational practices, such as green recruitment, training, and competency development (M. Shah, 2019). Conversely, this study shows that in the context of the public sector particularly the development of green jobs at the local level enhancing workforce competencies will not yield optimal results without the support of adaptive policies, cross-sectoral coordination, and collaborative inter-institutional governance. Thus, this study expands the literature on Green HRM by positioning adaptive policies as a strategic factor that bridges the relationship between human resource development and the successful implementation of green jobs in the context of local government.

Research Implication

This study offers theoretical implications for the field of human resource management (HRM), specifically green human resource management (GHRM), by positioning adaptive policy as a crucial factor in the development of green jobs. The findings indicate that enhancing workforce competence alone is insufficient to ensure the success of green jobs; rather, success requires adaptive policies,

institutional coordination, cross-sector collaboration, and policy integration across the employment, environmental, educational, and industrial sectors. Thus, this study expands the understanding of how HRM strategies in local government contexts must be situated within a governance ecosystem responsive to shifting labor market demands and environmental challenges.

In practical terms, this study encourages the government of West Nusa Tenggara, which champions a "Green Province" vision, to strengthen job creation through more integrated, data-driven policies. The local government needs to formulate a green jobs roadmap, enhance inter-agency coordination, and establish a green labor market information system that provides data on workforce needs, competencies, and the evolution of the green job sector. Furthermore, strengthening partnerships among the government, industry, higher education institutions, training centers, and the community is essential to align workforce competency development with industrial needs. Such an approach is vital for narrowing the gap between labor availability and the demands of the green labor market.

Another implication is the need to shift from fragmented sectoral approaches toward a collaborative, adaptive, and sustainable green job governance model. Policy implementation requires institutional commitment, budget allocation, measurable performance indicators, and continuous monitoring and evaluation. The availability of accurate data is also a crucial prerequisite, enabling the government to engage in policy learning and adjust programs in response to changing workforce needs, technologies, and environmental conditions. Therefore, the development of green jobs in West Nusa Tenggara must aim not only to increase the number of workers with green skills but also to build a policy ecosystem and institutional framework that supports the transition toward an inclusive and sustainable green economy.

Conclusion

This research shows that the implementation of adaptive policies within the Human Resource Management (HRM) strategy for green job development in West Nusa Tenggara Province is still in a transitional stage. Various initiatives, such as environmentally based training and strengthening local government commitment to a green economy, have not yielded optimal results due to policy fragmentation, weak cross-sectoral coordination, and suboptimal use of data in planning and decision-making processes. These findings emphasize that the success of green job development depends not only on improving workforce competency but also on the government's ability to integrate cross-sectoral policies, strengthen collaborative governance, and implement data-driven decision-making. This research provides theoretical insights by expanding the study of HRM through the perspective of adaptive policies in green job development. The results indicate that an effective HRM strategy must be supported by institutional coordination, stakeholder collaboration, and the integration of employment, environmental, education, and industrial policies. In practice, these findings provide input for local governments to develop a green jobs roadmap, strengthen coordination among regional government organizations, develop a green labor market information system, and enhance partnerships with the industrial sector, universities, and training institutions to support the transition to a sustainable green economy. This research has limitations due to its use of a qualitative case study approach that focused only on West Nusa Tenggara Province. Therefore, the results are contextual and cannot be generalized to other regions. Future research is recommended to conduct cross-regional comparative studies using mixed-methods or quantitative approaches, involve more stakeholders, and implement longitudinal research to examine the effectiveness of adaptive policies over time. This preliminary research is crucial for strengthening empirical evidence on adaptive HRM strategies that support the development of green jobs and accelerate the transition to an inclusive and sustainable green economy.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Use of Artificial Intelligence (AI)-Assisted Technology

The authors declare that generative artificial intelligence (AI) tools, specifically ChatGPT (OpenAI), were used to assist in creating conceptual illustrations for this manuscript. All AI-generated illustrations were reviewed and approved by the authors, who take full responsibility for their accuracy, relevance, and integrity. The AI tool was not used to generate, fabricate, or manipulate research data or scientific evidence.

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Author's Bio*

Amil, is a Lecturer in the Department of Government science, Universitas Muhammadiyah Mataram, Indonesia Email: amil@ummat.ac.id, and Orcid: https://orcid.org/0009-0004-8132-4775

Rifaid, is a Lecturer in the Department of Government Science, Universitas Muhammadiyah Mataram, Email: rifaid@ummat.ac.id, and Orcid: https://orcid.org/0009-0003-0227-0389

Cahyadi Kurniawan, PhD student in social science, Universiti Muhammadiyah Malaysia, Malaysia. Research interests focus on Public Administration, Local Government, and Good Governance. Email: cahyadikurniawan215@gmail.com, and Orcid: https://orcid.org/0000-0001-8255-7221