Advocating for Sustainable Work: A Legal Perspective on Labor Regulation and Human Resources Practices in Indonesian Higher Education

Siti Mursidah[1]✉, Cahya Wulandari[1], Moh. Khoiruddin[1], Muhamad Sayuti Hassan[2], Ricky Dermawan Fauzi[1], Andre Setyo Nugroho[1]

[1] Universitas Negeri Semarang, Semarang, Indonesia
[2] Universiti Kebangsaan Malaysia, Selangor, Malaysia

✉ Corresponding email: mursidah@mail.unnes.ac.id

Abstract

This study examines the implementation of labor regulations aligned with the Sustainable Development Goals (SDGs) within the context of human resource (HR) management at Universitas Negeri Semarang (UNNES), a leading institution in Indonesia's higher education sector. As universities are expected to model sustainable and equitable employment practices, this research explores how labor laws—particularly those concerning decent work, gender equality, and inclusive employment—are applied in institutional HR policies and practices. Employing a normative juridical approach supported by empirical data, the study analyzes the legal frameworks governing labor rights in Indonesia and their integration into HR procedures at UNNES. The findings reveal a partial but growing compliance with

SDGs-based labor principles, highlighting areas where legal advocacy and institutional commitment are still needed to ensure fair labor standards. The study further discusses the role of legal services and advocacy in advancing labor justice and institutional accountability within higher education settings. By focusing on the intersection of labor law, sustainability, and human resource management, this paper contributes to the broader discourse on legal reform and advocacy for sustainable work environments in Indonesian universities.

Keywords

Labor Law, SDGs, Human Resource Management, State University, UNNES, Legal Advocacy

A. Introduction

In the era of sustainable development, the employment system in higher education must not only ensure efficiency and legal certainty but also promote social justice and employees' welfare. Recent scholarship highlights that higher education institutions (HEIs) are central actors in the advancement of SDGs, not only through teaching and research but also by embedding sustainability into human resource governance[1]. In a systematic mapping review, Irawan and colleagues demonstrated that universities worldwide have gradually incorporated the SDGs into their strategic plans; however, the dimension of labor law and staff welfare remains underexplored. This finding is relevant for Indonesia, where the harmonization of national legislation, such as the Job Creation Law, with global sustainability commitments continues to face structural barriers. The integration of SDGs into Regional Development Plans in Indonesia still faces fragmentation between policy design and institutional practice, indicating that aligning legal frameworks with sustainability agendas requires not only national legislation but also

---

[1] Satrio Alpen Pradana and Hendri Irawan, "The Vital Role of Legal Education in Societal Transformation: Fostering Legal Awareness and Social Justice," *Contemporary Issues on Interfaith Law and Society* 3, no. 1 (2024): 153–176.

effective local-level implementation[2]. The review highlights the importance of aligning HR policies with SDG 8 to promote inclusive growth and ensure legal protection for both academic and non-academic staff[3].

At the organizational level, sustainable HRM practices have gained increasing attention. Sharma and Mahesh highlight how "Green HRM" strategies, such as digital recruitment, environmentally oriented staff training, and sustainable workplace design, are being adopted in HEIs to enhance institutional responsibility for SDGs.[4] These practices not only reduce the ecological footprint of institutions but also shape employee perceptions of fairness and inclusivity, which are critical aspects of labor law compliance. Importantly, sustainable HRM has been shown to improve staff morale, decrease turnover intentions, and foster a culture of accountability that aligns with SDG 16.[5]

The role of leadership is equally important in integrating SDGs into HR management. Chigbu and Makapela argue that data-driven leadership in universities can reinforce equity and inclusivity while ensuring evidence-based policy reforms. Their study in *Sustainability* demonstrates that leadership grounded in accurate HR data enables institutions to measure progress toward SDGs indicators more effectively and design fairer systems of promotion and remuneration. This approach is crucial for universities like UNNES, where disparities between civil servants and non-civil servants are still a pressing concern. Incorporating data-driven strategies helps institutions not only comply

---

[2] Anggi Aran Putra et al., "Integration of the Sustainable Development Goals into a Regional Development Plan in Indonesia," *Sustainability (Switzerland)* 16, no. 23 (2024), https://doi.org/10.3390/su162310235.

[3] Ragil Meita Alfathy et al., "Implementation of Sustainable Development Goals in Higher Education Modalities: Literature Review," *Journal of Turkish Science Education* 21, no. 1 (2024): 22–43, https://doi.org/10.36681/tused.2024.002.

[4] Mahesh K. M., P. S. Aithal, and Sharma K. R. S., "Green HRM and Teaching Sustainability in Higher Education Institutions: For Promoting Sustainable Education and Sustainable Development Goals," *International Journal of Case Studies in Business, IT, and Education*, no. December (2024): 260–70, https://doi.org/10.47992/ijcsbe.2581.6942.0345.

[5] K. M., Aithal, and K. R. S.

with labor law but also strengthen their legitimacy in the eyes of employees and society at large [6]

Furthermore, bibliometric analyses of research trends in Education for Sustainable Development (ESD) indicate that while environmental and economic dimensions of sustainability have been widely studied, the social dimension, including decent work, gender equality, and legal protection, remains comparatively neglected.[7] Within the field of industrial–organizational psychology, efforts to align with SDGs have often underemphasized social justice and labor protection aspects, reinforcing the need for studies that critically address these dimensions[8]. This research gap highlights the urgency of studies such as the present one, which examine HR management through the dual lens of labor law and SDGs. The integration of social justice indicators into HR evaluations at UNNES can serve as a corrective measure to address this imbalance[9].

Finally, Aarts et al. emphasize that higher education contributes to the SDGs not only by producing knowledge but also by shaping internal cultures of justice, inclusivity, and accountability.[10] Their research stresses that universities must serve as models of sustainability in their employment practices, thereby inspiring wider societal change. For UNNES, this means aligning HR policies with SDGs-based labor law

---

[6] Bianca Ifeoma Chigbu and Sicelo Leonard Makapela, "Data-Driven Leadership in Higher Education: Advancing Sustainable Development Goals and Inclusive Transformation," *Sustainability (Switzerland)* 17, no. 7 (2025), https://doi.org/10.3390/su17073116.

[7] Mestawot Beyene Tafese and Erika Kopp, "Education for Sustainable Development: Analyzing Research Trends in Higher Education for Sustainable Development Goals through Bibliometric Analysis," *Discover Sustainability* 6, no. 1 (2025), https://doi.org/10.1007/s43621-024-00711-7.

[8] Lillian T. Eby et al., "How Well Are We Doing at Addressing the United Nations Sustainable Development Goals in the Science and Practice of I-O Psychology? Reflections on the SIOP 2023 Conference," *Industrial and Organizational Psychology* 16, no. 4 (2023): 495–503, https://doi.org/10.1017/iop.2023.62.

[9] Tafese and Kopp, "Education for Sustainable Development: Analyzing Research Trends in Higher Education for Sustainable Development Goals through Bibliometric Analysis."

[10] Maia Chankseliani and Tristan McCowan, "Higher Education and the Sustainable Development Goals," *Higher Education* 81, no. 1 (2021): 1–8, https://doi.org/10.1007/s10734-020-00652-w.

can enhance institutional reputation and position the university as a leader in sustainable governance in Indonesia[11].

Labor law serves as a vital tool in creating fair, adaptable, and sustainable employment relationships aligned with the Sustainable Development Goals (SDGs). The enactment of the Job Creation Law in Indonesia enhances the legal framework by safeguarding labor rights and providing institutional flexibility for universities to manage human resources effectively. The sustainability principles embedded in this regulation are a crucial foundation for strengthening the role of educational institutions in contributing to national and global development.[12]

One of the main goals of the SDGs, Goal 8 on decent work and economic growth, highlights the importance of fair, inclusive, and productive employment. In this context, HR management in higher education must embrace the values of justice, transparency, and accountability to ensure equal treatment for all employees, including both Civil Servants and non-civil Servants.

Implementing this principle requires not only internal policy reform but also a comprehensive approach involving ongoing training, institutional strengthening, and data-driven impact assessments. For further conxtext, Universitas Negeri Semarang (UNNES), as a state university with the vision of "*Conservation-minded University*", has committed to integrating sustainability principles into its institutional governance. One area of focus is human resource management based on labor law that is adaptive to the SDGs indicators. However, various challenges are still faced in the practice of implementation, including the lack of an optimal performance evaluation system that includes sustainability indicators, disparities in understanding between employees regarding the principles of SDGs-based labor law, and inequality of treatment between civil servants and non-civil servant employees.[13]

---

[11]   Chankseliani and McCowan.
[12]   Wahdiniawati et al.
[13]   Jung Jisun Shin, "Research Productivity by Career Stage Among Korean Academics," *Tertiary Education and Management* 20, no. 2 (2014): 85–105, https://doi.org/10.1080/13583883.2014.889206.

Several studies emphasize that harmonizing national policies with global commitments remains a major challenge in reforming the employment system in higher education. Additionally, low institutional awareness of the urgency of sustainability leads to weak internalization of SDGs values in HR management.

Therefore, this research is crucial to develop an HR management model that is not only compliant with regulations but also focused on sustainability and equality. uman resource management in higher education must align with relevant labor laws. Adhering to labor law requirements not only boosts competence and performance but also enhances the institution's reputation and fosters a healthy, productive work environment. At Universitas Negeri Semarang (UNNES), this compliance is demonstrated through transparent recruitment policies, protection of employee rights, and a strengthened work welfare system. Therefore, labor law forms the foundation of HR governance that is both strategic and adaptable to sustainability needs.

As a state university that carries the vision of "Conservation-minded University", UNNES has a strong commitment to the integration of SDGs principles in all aspects of institutional operations, including HR management policies. Through the implementation of labor laws that are aligned with national regulations and SDGs indicators such as gender equality, decent work, and social security, UNNES strives to build an inclusive, fair, and participatory work system.[14] However, challenges remain, especially related to inter-unit coordination, low technical capacity of human resources, and gaps between normative policies and factual implementation in the field.

Various strategic programs have been implemented by UNNES as a tangible demonstration of their commitment to the SDGs, such as conducting open and fair recruitment, enhancing social security for non-civil servant employees, and improving the competence of lecturers and staff through ongoing training. Additionally, governance principles based on inclusiveness and accountability are upheld through a transparent personnel information system and the formation of

---

[14] Loso Judijanto et al., "Analisis Kebijakan Lingkungan Terhadap Pemanfaatan SDM Dalam Mendukung SDGS Dalam Perspektif Hukum," *PESHUM : Jurnal Pendidikan, Sosial Dan Humaniora* 4, no. 2 (2025): 2920–30.

supporting units like the Sexual Violence Prevention Task Force. This approach shows that HR management grounded in labor law can serve as a vital foundation for fostering an inclusive and sustainable campus.

In labor law, the existence of legal assistance institutions is crucial to close the understanding gap between organizations and employees. Legal Aid Institutions, trade unions, and public lawyers play key roles in helping employees, especially non-civil servants, understand their legal rights, draft fair employment contracts, and resolve labor disputes. A study by Wahdiniawati et al. (2023) shows that having both internal and external legal advisors can decrease conflicts and improve institutional compliance with decent work standards.

This article aims to analyze the implementation of SDGs-based labor law at UNNES, identify challenges faced, and evaluate its impact on HR performance. It is hoped that this article can provide strategic recommendations in strengthening HR governance based on regulations and sustainability principles. This can also be used as a practical reference for other universities in implementing the SDGs principles in their institutional environment.

This study explores the implementation of labor law in alignment with the Sustainable Development Goals (SDGs) in human resource management at Universitas Negeri Semarang (UNNES), focusing on its relevance to SDG 8 and SDG 16. SDG 8, Decent Work and Economic Growth, highlights the importance of creating quality jobs, promoting inclusive economic growth, and protecting workers' rights. At UNNES, this is achieved through transparent recruitment policies, fair wage systems, a safe working environment, and equal opportunities for career advancement for all employees. Meanwhile, SDG 16, Peace, Justice, and Strong Institutions, is significant because implementing accountable and transparent labor laws can enhance institutional governance, foster a law-based work culture, and reduce the likelihood of labor disputes. This study demonstrates that complying with labor laws not only improves employee welfare but also strengthens the institution's role in achieving social sustainability and good governance. Sustainable Human Resource Management (SHRM) integrates social, environmental, and economic goals into HR policies to support long-term institutional sustainability. This approach emphasizes employee

well-being, social justice, and organizational accountability as core dimensions of sustainability[15]

This article is based on research results that utilize a qualitative approach with a case study method, aiming to achieve an in-depth understanding of labor law implementation related to Sustainable Development Goals (SDGs) in Human Resources (HR) management at Universitas Negeri Semarang (UNNES). This approach was selected because it yields descriptive data that is logical, structured, and meaningful, allowing for a comprehensive response to the problem formulation.

Data collection involved three primary techniques: in-depth interviews, participatory observation, and document analysis. These techniques were used triangulatively to enhance data validity and to provide a holistic view of the phenomenon under study.

Qualitative research in higher education governance increasingly relies on triangulation to strengthen the validity and credibility of findings. A systematic review by Irawan et al. shows that using multiple sources of evidence, such as interviews, document analysis, and observations, enhances reliability and minimizes researcher bias in SDGs-related studies.[16] This approach is particularly useful in the context of Indonesian higher education, where policy-practice gaps are often significant and require careful interpretation through diverse forms of data.[17]

The study design also aligns with case study methodology, which provides deep insights into the unique institutional characteristics of a single university while allowing comparisons to global practices.[18] In HR governance studies, case studies enable researchers to capture the

---

[15] Thiago Silveira Ramalho and Maria de Fátima Martins, "Sustainable Human Resource Management in the Supply Chain: A New Framework," *Cleaner Logistics and Supply Chain* 5, no. June (2022), https://doi.org/10.1016/j.clscn.2022.100075.

[16] Alfathy et al., "Implementation of Sustainable Development Goals in Higher Education Modalities: Literature Review."

[17] Alfathy et al.

[18] Yustinus Calvin Gai Mali, *A Book Review: Case Study: Case Study Research and Applications Design and Methods (6th Ed.) by Yin, Beyond Words*, vol. 11, 2023, https://doi.org/http://dx.doi.org/10.1563.

complexity of recruitment, social protection, and workplace culture in ways that survey-based approaches cannot achieve. This is consistent with the work of Tafese and Kopp, who emphasize that the social dimension of sustainability—including labor rights and gender equality—requires qualitative approaches to uncover hidden dynamics and organizational culture[19].

Sampling in this research followed purposive criteria to ensure representativeness of informants. According to Sharma and Mahesh, purposive sampling is highly recommended in sustainability-oriented HRM research because it ensures inclusion of both decision-makers and vulnerable employee groups.[20] In this study, participants included HR managers, lecturers, and administrative staff, reflecting diverse experiences of civil servant and non-civil servant employees. This diversity strengthens the capacity to identify inequality issues that are often overlooked in broader quantitative research.[21]

For data collection, semi-structured interviews were chosen to balance flexibility and comparability. Semi-structured interviews allow participants to freely elaborate on their experiences while ensuring that core topics—such as perceptions of SDGs-based labor law, awareness of social protection rights, and experiences with recruitment policies—are consistently covered across all interviews. As noted by Chigbu and Makapela, open-ended data also enable researchers to integrate leadership and governance perspectives into sustainability analysis, providing a richer understanding of institutional challenges.[22]

Observation was conducted not only in formal settings, such as staff meetings and BPJS workshops, but also in informal spaces, where organizational culture becomes visible through daily practices. According to Aarts et al., informal observations are crucial for capturing

---

[19] Tafese and Kopp, "Education for Sustainable Development: Analyzing Research Trends in Higher Education for Sustainable Development Goals through Bibliometric Analysis."

[20] K. M., Aithal, and K. R. S., "Green HRM and Teaching Sustainability in Higher Education Institutions: For Promoting Sustainable Education and Sustainable Development Goals."

[21] K. M., Aithal, and K. R. S.

[22] Chigbu and Makapela, "Data-Driven Leadership in Higher Education: Advancing Sustainable Development Goals and Inclusive Transformation."

implicit norms of justice, inclusivity, and accountability that shape how sustainability values are internalized at the institutional level.[23] These observations complement interviews and document analysis, enabling the researcher to verify whether official policies are reflected in practice[24]

Thematic analysis was employed to interpret qualitative data. This technique involves coding transcripts, categorizing patterns, and linking findings to theoretical frameworks such as SDG 8 (Decent Work) and SDG 16 (Strong Institutions). According to Nowell et al. (2017), thematic analysis is particularly effective in higher education studies because it provides a systematic yet flexible way to identify, analyze, and report patterns within data, thereby connecting individual experiences to institutional structures and policies. By applying thematic analysis, this research identifies gaps between national labor regulations and actual practices at UNNES, while also highlighting innovative practices that can serve as benchmarks for other universities[25].

Validity and reliability were enhanced through several strategies. First, member checking was applied by sharing preliminary interpretations with selected informants to confirm accuracy. Second, peer debriefing with academic colleagues provided external perspectives on the coding process. Finally, methodological triangulation, which involved combining interviews, documents, and observations, ensured that conclusions were not based on a single source of data. As argued by Carter et al., triangulation is crucial in qualitative research because it enhances credibility and provides a more comprehensive understanding of complex phenomena such as sustainability, which often involve interrelated legal and social dimensions[26]

By integrating these methodological choices, this study ensures robustness and transparency. More importantly, it aligns with the

---

[23] Chankseliani and McCowan, "Higher Education and the Sustainable Development Goals."

[24] Chankseliani and McCowan.

[25] Lorelli S. Nowell et al., "Thematic Analysis: Striving to Meet the Trustworthiness Criteria," *International Journal of Qualitative Methods* 16, no. 1 (2017): 1–13, https://doi.org/10.1177/1609406917733847.

[26] Nancy Carter et al., "The Use of Triangulation in Qualitative Research," *Oncology Nursing Forum* 41, no. 5 (2014): 545–47, https://doi.org/10.1188/14.ONF.545-547.

growing body of international scholarship emphasizing the integration of the Sustainable Development Goals (SDGs) into higher education governance. According to Colucci et al., embedding SDGs into university strategies contributes to improving institutional governance, fostering organizational change, and promoting a culture of sustainability across teaching, research, and management practices.[27] Their systematic review of global higher education institutions shows that aligning policies and management systems with the SDGs enhances accountability and supports long-term institutional transformation. Colucci et al. also found that universities implementing clear SDG frameworks report stronger internal collaboration, more consistent sustainability reporting, and greater engagement of academic staff in decision-making processes.[28] This evidence supports the relevance of applying SDG-based HRM principles in Indonesian universities, producing findings that are both theoretically significant and practically relevant.

This conceptual alignment guided the design of the data collection process in this study. Based on this framework, several qualitative techniques were employed to obtain comprehensive data on the implementation of SDG-based labor law in HR management at UNNES. Furthermore, In-depth interviews were conducted using a structured format with representatives of HR managers, UNNES leaders responsible for staffing, and external partners such as the Social Security for Employees and the Public Accounting Firm. An in-depth interview is a process of gathering information about research objectives through direct questioning and answering between the interviewer and the informant, with or without an interview guide. In such interviews, the interviewer and informant engage in a relatively long social relationship. The purpose of these interviews is to explore views, experiences, and policies related to the implementation of SDGs principles within the context of employment in a university setting. Additionally, the researcher also conducted participatory observation by

---

[27] Fina Antón Hurtado et al., "Social Sustainability and School Segregation in the Region of Murcia (Spain)," *Sustainability (Switzerland)* 14, no. 3 (2022): 1–21, https://doi.org/10.3390/su14031580.

[28] Hurtado et al.

actively participating in relevant activities or work environments to gain a more contextualized internal perspective. This technique enables researchers to understand the dynamics of managerial and institutional practices from the viewpoint of those directly involved. Data collection was further supported by document analysis, which included reviewing internal regulations, institutional reports, evaluation documents, and national regulations relevant to labor law and SDG indicators.[29]

Research subjects included UNNES internal HR leaders and managers, lecturers, and external partners. Informants interviewed included representatives from Social Security for Employees (Novita Hariyani) and the Public Accountant Office (Iwan Budiyono, S.E., M.Si., Akt.), as well as internal officials such as Mohamad Ikhwan Rosyidi (Secretary of LPPP), Dhini Suryandari (Secretary of SPI), Prof. Dr. Amin Pujiati (Vice Dean II FEB), Nur Hidayat (Head of Human Resources Section), and Aprilia Niravita (Vice Dean II FH). Additionally, two academics, Natal Kristiono and Riska Alkadri, also served as informants to provide perspectives from the faculty side.

The sampling technique was carried out by purposive sampling, namely the selection of informants based on certain criteria set by the researcher. This technique was chosen because it allows the choice of subjects who have high relevance and direct involvement in HR management, especially in the context of implementing the principles of the SDGs. Qualitative data analysis has been one of the challenging aspects in research methodology. It requires the researcher to systematically examine the data to generate meaning and patterns. One of the most common and popular methods is thematic analysis, which enables the researcher to identify, analyze, and report patterns (themes) within data.[30] The analysis process included transcription, coding, theme grouping, and interpretation of meaning. With this approach, it is expected that the results of the analysis will provide an in-depth and structured picture of the effectiveness and challenges in implementing SDGs-based labor law at UNNES.

---

[29] Ratnaningtyas and Endah Marendah, Edi Saputra, Desi Suliwati, Bekty Taufiq Ari Nugroho, Muhammad Habibullah Aminy, Nanda Saputra.

[30] Kelvin Mwita and Nivad Mwilongo, "Thematic Analysis of Qualitative Research Data: A Seven-Step Guide," *Eminent Journal of Business and Management* 1, no. 1 (2025): 51–59, https://doi.org/10.70582/4ajw7k14.

What sets this research apart from existing studies is its integrated approach, which not only documents current practices but also critically evaluates them through a legal perspective related to SDGs-based labor law. While earlier research has explored labor law implementation in higher education, few have explicitly connected it to the SDG framework, included legal compliance analysis, and identified institutional innovations. This study addresses that gap by highlighting both the strengths and the weaknesses in UNNES's HR management system, offering practical recommendations to improve compliance, inclusivity, and sustainability.

The expected outcome of this research is a model framework for implementing labor law in university HR management that is both compliant with national regulations and aligned with SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions). This framework can serve as a benchmark for other universities aiming to strengthen institutional governance, ensure fair labor practices, and promote sustainable human resource development.

B. Implementation of SDGs-Based Employment Policy at UNNES

Universitas Negeri Semarang (UNNES) has demonstrated a strong commitment to integrating the principles of Sustainable Development Goals (SDGs) into its human resource management policies. This is reflected through inclusive internal policies and strategic partnerships with external institutions. In an interview with Vice Dean II of the Faculty of Law, Aprila Niravita, it was explained that UNNES has adopted the principles of equality and sustainability through open recruitment mechanisms, disability-friendly facilities, and proportional pay based on performance and workload. The open recruitment process is competency-based, promoting transparency and accountability by ensuring each applicant is assessed objectively. The commitment is further reinforced by the presence of disability-friendly facilities on campus. Notably, UNNES was ranked 7th globally in disability

friendliness by UNESA-DIMETRIC (Disability Inclusion Metrics) in 2022 [31].

Additionally, Dhini Suryandari, the secretary of the Internal Supervisory Unit, emphasized that UNNES's recruitment and career development system prioritizes the principle of merit. This policy applies not only to civil servants but also to the non-civil servant workforce who receive social protection. A major breakthrough is the establishment of the Task Force for the Prevention and Handling of Sexual Violence (the TSVP Task Force), which supports the achievement of SDG 5 on gender equality and women's empowerment at all levels. The TSVP Task Force demonstrates a real commitment to creating a campus that is safe and free from sexual violence and serves as a catalyst for cultural change toward greater responsiveness to issues of gender-based violence, a core aspect of academic life. For example, UNNES has launched a Safe House for the Prevention and Handling of Sexual Violence to protect victims, including lecturers, educational staff, and students.

Integrating SDG-based values into HR governance requires universities to embed sustainability competencies in recruitment systems. Fair recruitment not only increases employee trust but also strengthens compliance with institutional reforms[32]. Transparent and competency-based assessments can ensure that both civil servants and non-civil servants are evaluated equally. Additionally, aligning recruitment with sustainability missions can help reduce turnover and

---

[31] Sudarsono, "UNNES Rangking 7 Dunia Kampus Ramah Disabilitas," 2022, https://rri.co.id/tanpa-kategori/114111/unnes-rangking-7-dunia-kampus-ramah-disabilitas.

[32] Rosanna Stofberg, Mark Bussin, and Calvin M. Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice," *Employee Relations* 44, no. 7 (2022): 162–82, https://doi.org/10.1108/ER-02-2022-0077.

build long-term institutional commitment[33]. Participatory recruitment panels can enhance legitimacy and prevent future labor disputes[34].

After recruitment, continuous staff development is essential to maintain engagement in SDG initiatives. Universities that provide structured sustainability training experience lower burnout and higher organizational loyalty[35]. Regular modules on inclusive pedagogy, green operations, and ethical leadership would support UNNES's conservation vision. Training programs should include DEI content to prevent discrimination and strengthen social cohesion[36]. Furthermore, making sustainability training a requirement for promotion can embed these values into institutional culture[37].

Performance appraisal systems also need to reflect contributions to social and environmental outcomes, in addition to productivity. Appraisal indicators should be designed through social dialogue to gain employee support[38]. Including SDG-based KPIs such as participation in community service or energy-saving projects can strengthen institutional impact[39]. Transparent appraisal processes can improve

---

[33] Abhishek Behl and Prashant Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)," *International Journal of Manpower* 46, no. 4 (2025): 597–604, https://doi.org/10.1108/IJM-07-2025-826.

[34] Tony Dobbins and Tony Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement," *Employee Relations* 46, no. 6 (2024): 1290–1305, https://doi.org/10.1108/ER-06-2023-0282.

[35] Ankaiah Batta and Matteo Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia." *International Journal of Organizational Analysis* 33, no. 12 (2025): 190–227, https://doi.org/10.1108/IJOA-01-2025-5153.

[36] Samuel A Allen and Audrey J Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness," *Equality, Diversity and Inclusion: An International Journal* no. September (2025): 1-29, https://doi.org/10.1108/EDI-02-2025-0147.

[37] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[38] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

[39] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

perceptions of fairness and motivation[40]. Moreover, including well-being indicators can also lower work-related stress[41] .

Reward mechanisms are important drivers of behavioral change. Recognition programs for inclusive and fair practices increase employee morale and retention[42]. Non-monetary rewards such as flexible work schemes improve employee well-being and engagement[43]. Financial bonuses for sustainability achievements accelerate institutional transformation[44]. Establishing an "SDG Award" at UNNES would support these efforts and build positive competition.

Strong leadership is needed to drive these reforms. Leaders who demonstrate real sustainability practices, such as allocating resources and communicating progress, create stronger cultural change than policy documents alone. Empirical evidence shows that HR expertise at the strategic level strengthens the link between sustainable HR practices and organizational outcomes, a principle that can also be applied in the higher education context, such as UNNES[45]. Visible support from top management reduces employee resistance to change[46]. Linking rector-level contracts to sustainability targets can strengthen institutional

---

[40] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[41] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia."

[42] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[43] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia."

[44] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[45] Mpho D. Magau, "Relationship between Implementation of Sustainable Human Resource Practices and Corporate Market Value," *SA Journal of Human Resource Management* 22 (2024): 1–10, https://doi.org/10.4102/sajhrm.v22i0.2787.

[46] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

accountability[47]. Inclusive leadership that represents diverse employee voices is also crucial[48] .

Organizational justice must also be implemented to build trust. Fairness in decision-making and resource allocation increases employees' willingness to adopt new policies[49]. Establishing grievance mechanisms and equitable workload systems can address gaps between civil servants and non-civil servants. Justice frameworks prevent policy backlash and maintain reform momentum[50]. Institutions with transparent grievance channels experience fewer labor disputes[51].

Organizational justice and pay transparency are also critical to sustain employee trust during reform. Research shows that when employees perceive fairness in pay systems and grievance mechanisms, they are more willing to adopt sustainability-oriented changes and less likely to leave the organization[52]. Embedding transparency principles in remuneration and promotion policies at UNNES would therefore help maintain reform momentum and reduce resistance to SDG-based labor law initiatives. Perceived organizational justice strongly influences employees' willingness to adopt sustainability reforms, reducing resistance and increasing trust in institutional governance [53].

Industrial relations mechanisms can strengthen reforms. Joint consultative committees enable shared ownership of change and reduce conflict[54]. Involving staff associations in HR policy development

---

[47] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[48] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[49] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[50] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[51] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

[52] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[53] Stofberg, Bussin, and Mabaso.

[54] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

increases legitimacy[55]. DEI councils can complement traditional labor unions by representing marginalized voices[56]. Embedding these forums in UNNES's structure would align with International Labour Organization principles on decent work.

The Social Security also recognizes UNNES' compliance with the aspect of employment protection for the Employees agency. UNNES is considered a university that is active and aware of the importance of social security for all employees, including non-civil servants. This is reinforced by Iwan Budiyono's statement from the Public Accountant Office, who said that UNNES has a comprehensive internal regulatory system to manage employment fairly and sustainably. Since 2019, all non-civil servant employees have been included in the social protection program through formal cooperation with the Social Security for Employees agency. This policy is in line with Law No. 40 of 2004 concerning the National Social Security System and Law No. 24 of 2011 concerning social security, where both laws require every employer to register all employees, including those with non-civil servant status, in the employment social security program. Research by Angga (2020) also confirms that one of the responsibilities of government agencies to ensure inclusive social security is to provide legal protection to non-civil servant employees. [57]

Normatively, this practice strengthens the literature that mentions the importance of labor regulations to ensure certainty of employment status, social protection, and justice in employment relations. The Work Accident Insurance, Life Insurance, Old Age Insurance, and Retirement programs provided to non-civil servant employees at UNNES serve as concrete evidence of the implementation of SDG 3 (good health and well-being) and SDG 8 (decent work and economic growth). This step not only protects people from economic and social risks, but it will also strengthen the human resource management system sustainably. A

---

[55] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[56] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[57] Ida Bagus Gede Angga Juniarta, "Sistem Jaminan Sosial Ketenagakerjaan Bagi Pegawai Non-ASN," *Jurnal Hukum Saraswati* 2, no. 2 (2020): 45–55.

study by Sudrajat (2022) showed that leadership commitment and a sound internal supervision system, such as the one implemented at UNNES, are crucial in the successful implementation of social security in educational institutions.[58] In addition, UNNES is developing a Financial Institution Pension Fund scheme as a form of post-employment benefits. Thus, UNNES can be used as a good model in implementing labor social security in higher education.

To promote transparency, personnel information systems such as SIMPEG, SIKADU, and SIKEU have been actively operated. These systems support the principles of open access and accountability, which are part of SDG 16 (peace, justice, and strong institutions). All these practices are implemented following the mandate of the Job Creation Law and various related regulations, including Rector Regulations and the UNNES Post-Employment Benefit Guideline, which require employment management to be conducted fairly, transparently, and sustainably. Employee outcomes are significantly shaped not only by the adoption of sustainable HR practices but also by how these practices are implemented and experienced in daily organizational processes[59]. The information system not only facilitates administration and employee services but also serves as an internal control tool that enables real-time monitoring of performance, budget efficiency, and employee discipline. Additionally, the system helps build an accountable and professional work culture and enhances the institution's commitment to preventing maladministration and corruption within the framework of good governance. Therefore, the ongoing use and development of systems like SIMPEG, SIKADU, and SIKEU represent a critical step in reforming bureaucracy and achieving SDG indicators related to employment.

As a concrete effort in translating these principles into institutional policies, the following is presented as an analysis of the implementation

58 Tedi Sudrajat, "Perlindungan Hukum Dan Pemenuhan Hak Pekerja Pada Program Jaminan Kesehatan Nasional," *Pandecta Research Law Journal* 15, no. 1 (2020): 83–92, https://doi.org/10.15294/pandecta.v15i1.23647.
59 Aline Elias, Karin Sanders, and Jing Hu, "The Sustainable Human Resource Practices and Employee Outcomes Link: An HR Process Lens," *Sustainability (Switzerland)* 15, no. 13 (2023), https://doi.org/10.3390/su151310124.

of labor law at UNNES from the perspective of national regulations and its suitability with the principles of SDGs, namely:

1. Open and Merit-based Recruitment
   Based on Article 11, paragraph (1) of Government Regulation No. 35 of 2021, the recruitment process must be conducted in a fair and non-discriminatory manner. UNNES has implemented merit-based recruitment through open and transparent selection, under the principles of non-discrimination and employment equity. [60]
2. Equality and Inclusiveness
   Articles 5 and 6 of Law Number 13 of 2003 emphasize equal treatment without discrimination. UNNES provides disability-friendly facilities and guarantees rights for all types of employees, demonstrating the application of the principles of equality and inclusion following SDG 5.[61]
3. Non-civil servants Employee Protection and Social Security
   Based on Government Regulation No. 49 of 2023, all employees must be enrolled in social security. UNNES has complied with this provision through the participation of non-civil servant employees in social security programs.[62]
4. Sexual Violence Prevention Task Force (SVP Task Force)
   The Minister of Education and Culture Regulation No. 30 of 2021 requires the establishment of an SVP Task Force on campus. UNNES has responded to this regulation by forming an SVP Task Force to prevent and handle cases of sexual violence in the work environment.[63] Inspired by the formation of the Sexual Violence Prevention Task Force, UNNES can also develop a campus-based labor law assistance unit to provide consultation and mediation services. This unit can serve as an initial space for employees to voice

[60] PP No 35 tahun 2021, "Perjanjian Kerja Waktu Tertentu, Alih Daya, Waktu Kerja Dan Waktu Istirahat, Dan Pemutusan Hubungan Kerja," *Peraturan Pemerintah Republik Indonesia Nomor 35 Tahun 2021*, no. 086142 (2021): 42.

[61] Presiden Republik Indonesia, "Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 Tentang Ketenagakerjaan," Republik Indonesia (2003).

[62] Peraturan Pemerintah Republik Indonesia.

[63] Menteri Pendidikan dan Kebudayaan Republik Indonesia, "Permendikbudristek Nomor 30 Tahun 2021 Tentang Pencegahan Dan Penanganan Kekerasan Seksual Di Lingkungan Perguruan Tinggi," (2021).

injustices or gain legal understanding without the need for litigation. This is relevant to SDG 16 principles (strong institutions and access to justice) and strengthening organizational culture that sides with employees.[64]

5. Proportional Remuneration
Article 88, paragraph (1) of Law Number 6 of 2023 regulates wages based on productivity and responsibility.[65] The remuneration system at UNNES is designed to follow this principle, as part of pay equity and employee welfare.[66]

6. Use of Personnel Information System
Article 102 of the Manpower Law emphasizes the importance of modern and transparent HR management.[67] Information systems such as SIMPEG and SIKADU have supported the effectiveness of management and transparency of employee rights, following SDG 16.[68]

These six components collectively illustrate how the integration of labor law principles supports sustainable human resource governance in higher education institutions. Research highlights that combining fair recruitment, inclusiveness, social protection, anti-violence measures, equitable remuneration, and digitalized personnel systems significantly improves institutional accountability and employee trust.[69] Transparent recruitment promotes meritocracy, while inclusiveness and social protection enhance staff morale and reduce turnover. Simultaneously, anti-violence task forces ensure safe working environments, and fair remuneration policies motivate higher

---

[64] Jonathan Giovanni et al., "Sustainable Development Goals: A Strategy to Improve Human Resources Towards the Independence of MSMEs," *Journal of Management Science and Organization* 4, no. 3 (2023): 339-52.

[65] Indonesia, "Undang Undang Republik Indonesia Nomor 11 Tahun 2020 Tentang Cipta Kerja" (2020).

[66] Undang-Undang Republik Indonesia Nomor 6 Tahun 2023 Tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 Tentang Cipta Kerja Menjadi Undang-Undang.

[67] Undang-Undang Republik Indonesia Nomor 6 Tahun 2023

[68] Undang Undang Republik Indonesia Nomor 11 Tahun 2020 Tentang Cipta Kerja

[69] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

productivity. Therefore, digital HR systems like SIMPEG (*Sistem Kepegawaian*) and SIKADU (*Sistem Akademik Terpadu*) strengthen oversight and minimize malpractice risks. Embedding these elements into a unified framework can accelerate the realization of SDG 8 on decent work and SDG 16 on strong institutions within universities.

C. Legal Assistance and Protection of Labor

1. Urgency of Legal Assistance in the Higher Education Environment

In modern industrial relations, supporting and legally safeguarding the workforce is not only a moral responsibility of the institution but also a legal requirement, as outlined in Law Number 11 of 2020, which was later reinforced by Government Regulation in Lieu of Law Number 2 of 2022. Non-civil servant employees at higher education institutions like UNNES often find it difficult to understand work contracts, complaint procedures, and dispute resolution options. Therefore, establishing both internal and external legal assistance systems is essential. Additionally, this policy aligns with the goals of SDG 8 on decent work and economic growth and SDG 16 on justice and inclusive institutions.

2. Employment Law Challenges among Non-Civil Servant Employees

Previous research has identified systemic barriers to labor law protection in Indonesia, such as high legal costs, complex bureaucracy, and limited legal awareness. In the academic field, this issue is worsened by the lack of institutional support for preventive legal services.

Having legal counsel, both internal and external, can greatly reduce the risk of industrial conflict and improve adherence to decent work principles (SDG 8). This type of legal support helps clarify labor rights and responsibilities, aids in mediation, and resolves disputes without litigation. Without this support, non-civil servant employees are more likely to face uncertainty and vulnerability regarding their legal standing, particularly concerning employment status, avenues to challenge unfair actions, and social protection.

3. Good Practices and Implementation Models at UNNES

UNNES has taken a strategic step by expanding access to legal services through the Law Office, the formation of the SVP Task Force, and potential collaboration with the Legal Aid Institute. Although not yet fully institutionalized, this approach aligns with the mandate of the Minister of Education, Culture, Research, and Technology Regulation No. 30 of 2021 and Supreme Court Regulation No. 1 of 2014, which require the provision of services, including sexual violence response and legal assistance for those who are economically disadvantaged. Potential developments include:

a.   The provision of a campus-based labor law consultation clinic;

b.   The establishment of an independent internal mediation unit;

c.   The provision of labor law literacy training for all non-civil servant staff; and

d.   The preparation of a guide to employment rights and obligations in the form of a digital booklet.

Such models not only increase transparency and employee trust but also reduce institutional litigation burdens and strengthen institutional legal compliance.

Developing good practices in SDG-based HR governance requires balancing efficiency, fairness, and well-being. Transparent decision-making systems encourage employees to contribute more actively to institutional initiatives[70]. Embedding sustainability competencies into job descriptions creates clarity and motivates staff to align their performance with institutional goals[71]. When such reforms are negotiated collectively through staff forums, they gain greater legitimacy and reduce resistance[72].

UNNES could enhance its HR systems by incorporating regular well-being assessments for academic and non-academic staff. Institutions with well-being monitoring experience lower turnover and

---

[70] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[71] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[72] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

higher morale[73]. Human resource practices focusing on well-being significantly reduce burnout and turnover intentions among academic staff, which aligns with the social sustainability dimension of SDG 8.[74] Combining well-being metrics with diversity audits ensures that vulnerable groups are not disproportionately affected by workload pressures[75]. Integrating these assessments into SIMPEG would provide real-time data to support responsive policy adjustments.

Professional development is another pillar of good practice. Sustainability training embedded in promotion criteria strengthens long-term organizational commitment[76]. Mentorship programs for early-career academics significantly improve job satisfaction and reduce burnout[77]. Training that includes organizational justice modules can cultivate equitable leadership behaviors[78] . Building a "Leadership for Sustainability Academy" at UNNES could combine these dimensions, producing future leaders who are skilled, fair, and sustainability-minded.

Reward systems need to reflect these priorities. Linking rewards to team-based outcomes fosters collaboration rather than competition[79]. Rewarding inclusive practices, such as mentoring underrepresented staff, supports diversity objectives[80]. Recognition for sustainability innovation accelerates institutional transformation[81]. UNNES could

---

[73] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia"

[74] Batta and Cristofaro.

[75] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[76] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[77] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for A."

[78] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[79] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

[80] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[81] Allen and Murrell.

introduce a dual award scheme, "Sustainability Leadership Award" and "Inclusive Mentorship Award", to reinforce these values.

Strong industrial relations structures are crucial to sustain these practices. Consultative committees reduce labor disputes and improve policy uptake[82]. Involving staff associations in policy evaluation increases perceptions of fairness[83]. DEI councils can monitor discrimination risks during implementation[84]. Embedding these forums within UNNES's governance system would align with International Labour Organization standards on decent work and social dialogue.

To integrate good practices into daily routines, workload allocation must be fair and transparent. Unfair workload distribution undermines trust and motivation[85]. Clear workload frameworks reduce stress and improve well-being[86]. Incorporating sustainability tasks, such as community engagement, as part of official workloads can strengthen institutional impact[87]. Workload policies should be co-designed with staff to ensure acceptance[88].

Inclusive leadership is also vital. Leaders who model inclusive behaviors increase staff engagement and reduce conflict[89]. Supportive leadership correlates strongly with lower burnout[90]. Perceived fairness from leaders leads to greater willingness to adopt organizational

[82] Allen and Murrell.
[83] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."
[84] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."
[85] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."
[86] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for A."
[87] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."
[88] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."
[89] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."
[90] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia"

reforms[91]. Leaders should be held accountable for sustainability indicators within their performance appraisals[92] Establishing these expectations at UNNES could accelerate cultural change toward sustainability.

Finally, embedding these good practices within digital systems strengthens accountability. Developing sustainability dashboards that display staff achievements in real time can enhance transparency[93]. Diversity dashboards promote transparency in gender and pay equity[94]. Integrating well-being survey results into HR databases can inform workload adjustments[95]. Publishing performance data can enhance trust and reduce perceptions of favoritism[96]. Incorporating these tools into SIMPEG and SIKADU would align UNNES's HR governance with global best practices.

4. Integration with SDGs and Global Perspectives

Legal assistance directly supports SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions). Recent research highlights that perceptions of fairness, inclusion, and safety within higher education institutions significantly influence the experiences of both academic and professional staff. This underscores that legal protection and justice should not be regarded merely as normative obligations but as crucial dimensions of human resource management in world-class universities[97]

---

[91] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[92] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[93] Behl and Salwan.

[94] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[95] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia"

[96] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[97] Mariana Pinho and Belinda Colston, *Perceptions of Fairness, Inclusion and Safety: The Differential Impact of Contrasting Experiences on Academics and Professional*

Labor law aligned with the Sustainable Development Goals (SDGs) promotes decent working conditions, fair wages, and the protection of workers' rights. Progress toward SDG 8 depends on the extent to which institutions embed decent work principles into their governance systems and employment practices[98]. In human resource management, its implementation involves fair recruitment policies, reasonable working hours, workplace safety, and opportunities for career growth. This is supported by Rector Regulations, which serve as supplementary rules to national legislation. Applying labor law helps foster inclusive and sustainable economic growth within the university environment. The results of this study show that UNNES has effectively enforced labor law in line with these principles.

Enforcing labor law creates a fair and transparent work environment, reducing potential labor disputes. It promotes good governance in educational institutions through legal compliance, accountability, and transparency in human resource policies. HR policies at UNNES, such as transparency in employee recruitment, placing employees according to their competencies, paying salaries and allowances in accordance with regulations, providing remuneration based on individual performance, and delivering excellent services to stakeholders, help build a strong institution with governance rooted in law and human rights.

Integrating SDGs into HR governance requires universities to move beyond compliance and adopt globally informed strategies. Empirical studies show that GHRM practices, including green recruitment, green training, and green performance appraisal, significantly enhance environmental performance and competitive advantage in higher education institutions[99]. Leading universities

Services Staff, *Journal of Management and Governance*, vol. 29 (Springer US, 2024), https://doi.org/10.1007/s10997-024-09721-z.

[98] Mohammad Naim Azimi, Mohammad Mafizur Rahman, and Tek Maraseni, "Advancing Sustainable Development Goal 8 Targets: The Role of Institutional Quality, Economic Complexity, and State Fragility in G20 Nations (2000–2023)," *Research in Globalization* 10, no. February (2025): 100278, https://doi.org/10.1016/j.resglo.2025.100278.

[99] Khurram Mustafa et al., "Green Human Resource Management Practices to Accomplish Green Competitive Advantage: A Moderated Mediation Model,"

worldwide embed sustainability competencies directly into recruitment criteria to ensure that all new staff align with institutional sustainability values from the outset[100]. Fairness in promotion and workload allocation is central to global SDG implementation, particularly SDG 8 on decent work[101]. These practices create equitable systems that foster trust and motivation, which are critical for sustaining reforms.

Universities in Europe and North America increasingly link staff well-being indicators to institutional sustainability rankings, showing that human welfare is considered part of organizational performance[102]. This perspective is relevant for UNNES, where burnout risks among non-civil servant staff remain a challenge. Embedding well-being metrics into performance reviews could align UNNES with global trends in sustainable HRM. Many global universities are also integrating DEI benchmarks, such as gender parity and representation of minority groups, into SDG reporting frameworks[103]. Incorporating similar DEI indicators would enhance UNNES's legitimacy in international networks.

Global best practices also stress participatory governance. European universities with strong consultative committee experience fewer labor disputes and greater acceptance of reforms[104]. Social

---

Heliyon 9, no. 11 (2023): e21830, https://doi.org/10.1016/j.heliyon.2023.e21830. For further cases and comparison, *see also* Shofa Al-Husna, Mongkut Wiriya, Albertus Elinda Mongga, "Conservation Science in Indonesia: Protecting the Endangered Species of the Archipelago", *Indonesia Discourse* 2, no. 1 (2025), https://doi.org/10.15294/indi.v2i1.23036; Dihyan Arga Perdana, "Urban Order or Legal Disorder? The Jerakah Flats Case in Semarang City Planning", *Indonesian Journal of Agrarian Law* 1, no. 1 (2024), https://doi.org/10.15294/jal.v1i1.31078

[100] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[101] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[102] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia"

[103] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[104] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

dialogue mechanisms increase perceptions of fairness and support innovation[105]. Formalizing these structures in university regulations helps ensure continuity and protect against leadership turnover[106]. Active stakeholder engagement enhances the legitimacy and effectiveness of SDG initiatives in higher education by integrating diverse perspectives into decision-making processes[107]. Embedding consultative forums into Rector regulations could institutionalize these global norms at UNNES.

Data-driven monitoring is another global standard. Many international universities now use diversity and equity dashboards to track pay gaps and representation[108]. Digital well-being surveys are used to detect workload imbalances and stress[109]. Sustainability dashboards showing staff contributions to SDG targets improve accountability[110]. Integrating such tools into SIMPEG and SIKADU would align UNNES with global performance practices.

Global frameworks also highlight the need for cross-border collaboration. Inter-university sustainability networks accelerate learning and innovation[111]. Partnerships with international DEI councils help adapt inclusive practices to local contexts[112]. Faculty exchange programs focused on sustainability leadership can build global

---

[105] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[106] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[107] Walter Leal Filho et al., "Promoting Sustainable Development via Stakeholder Engagement in Higher Education," *Environmental Sciences Europe* 37, no. 1 (2025), https://doi.org/10.1186/s12302-025-01101-0.

[108] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[109] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia"

[110] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[111] Behl and Salwan.

[112] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

mindsets[113]. UNNES could join regional or global networks to benchmark its progress and share innovations.

External collaboration plays a key role in supporting SDG-based HR reforms. Legal and policy analysis shows that partnerships with government agencies, social security bodies, and civil society groups improve compliance with labor protection and sustainability principles while reducing disputes[114]. Such partnerships provide access to expertise, monitoring mechanisms, and resources that strengthen institutional capacity to implement labor law effectively.

In addition, cultural transformation underpins successful integration. Organizational cultures emphasizing justice and transparency are more likely to sustain SDG commitments[115]. Cultures rooted in collaboration rather than hierarchy drive the acceptance of change[116]. Supportive cultures protect staff well-being during reform.[117] Inclusive cultures foster creativity and resilience, which are vital to meet complex sustainability goals.[118] Embedding these cultural values at UNNES would ensure that integration with SDGs is not only structural but also behavioral.

Several studies provide empirical evidence of how green human resource management (GHRM) contributes to sustainability in higher education. For example, green training and development combined with top management commitment have a positive relationship with sustainability, while green recruitment and selection showed no

---

[113] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia"

[114] Judijanto et al., "Analisis Kebijakan Lingkungan Terhadap Pemanfaatan SDM Dalam Mendukung SDGS Dalam Perspektif Hukum."

[115] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[116] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

[117] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia"

[118] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

significant support for sustainability in one context[119]. Another study found that GHRM practices significantly enhance environmental performance, with management support and green organisational culture acting as important mediators[120]. A systematic review shows that GHRM components -including green performance management, green compensation, rewards, recruitment, and training development- influence both individual and organizational performance[121] May be that GHRM in educational institutions is still in its early stages, facing challenges at all levels: strategy, policy, procedures, and rules.[122]

Participatory approaches also strengthen sustainability. Universities that apply participatory sustainability implementation do so through processes assessed using learning theory-based indicators and the principles of Higher Education for Sustainable Development. Participation practices help nurture a participative culture key for transitions toward sustainable universities. Participatory research that actively involves affected stakeholders improves collaboration in problem identification, knowledge creation, and action[123]. Additionally,

---

[119] Khurram Mustafa et al., "Green Human Resource Management Practices to Accomplish Green Competitive Advantage: A Moderated Mediation Model," *Heliyon* 9, no. 11 (November 1, 2023), https://doi.org/10.1016/j.heliyon.2023.e21830.

[120] Mumtaz Ali Memon et al., "Guest Editorial: Green Human Resource Management and the Implications of Culture on Its Practices in Asia," *International Journal of Manpower* 43, no. 3 (2022): 589–94, https://doi.org/10.1108/IJM-06-2022-598.

[121] Shah Ridwan Chowdhury et al., "Aspects and Practices of Green Human Resource Management: A Review of Literature Exploring Future Research Direction," *Future Business Journal* 11, no. 1 (2025), https://doi.org/10.1186/s43093-025-00567-x.

[122] Thiago Silveira Ramalho and Maria de Fátima Martins, "Sustainable Human Resource Management in the Supply Chain: A New Framework," *Cleaner Logistics and Supply Chain* (Elsevier Ltd, December 1, 2022), https://doi.org/10.1016/j.clscn.2022.100075.

[123] Fiona Boyle and Elizabeth J. Cook, "Navigating Complexity in Sustainability and Climate Action: Comparing Participatory Action Research and Developmental Evaluation in Higher Education," *International Journal of Sustainability in Higher Education*, no. February (2025): 1306–29, https://doi.org/10.1108/IJSHE-09-2024-0677. *See also* Chen Jie, Syaiful Amin, Rizki Priyanto, Tajudeen Sanni, "Crisis in the Classroom: The Role of Climate Education in Shaping Indonesia's

participatory modelling in sustainability decision-making allows real data usage and engagement of key decision-makers[124].

Lastly, stakeholder engagement informed through real-world cases across multiple continents produced ten guidelines for HEIs to advance sustainable development[125] Empirical findings reinforce that GHRM's impact on university sustainability flows through mechanisms like environmental performance and green commitment[126]. Moreover, servant leadership with GHRM amplifies environmental performance and competitive advantage in HEIs[127].

5. Strategic Recommendations

To enhance the organization and sustainability of labor law assistance at Universitas Negeri Semarang (UNNES), several key recommendations can be implemented. First, revitalizing the role of the Office of Law and Human Resources as the primary provider of legal information would ensure that employees have consistent access to accurate and up-to-date legal guidance. Second, integrating justice and legal access indicators into the managerial performance evaluation process would promote accountability and ensure that legal support is prioritized at all levels of the institution. Third, the establishment of a Non-Litigative Legal Assistance Team, formed through collaboration with the law faculty, would offer a proactive approach to resolving legal issues without resorting to litigation, enhancing the institution's

Future Environmental Justice Movements", *Indonesian Climate Justice Review* 2, no. 3 (2025).

[124] Katharina Esser et al., "Participatory Modelling to Generate Alternatives to Support Decision-Makers with near-Optimal Decarbonisation Options," *Applied Energy* 395, no. March (2025): 126184, https://doi.org/10.1016/j.apenergy.2025.126184.

[125] Leal Filho et al., "Promoting Sustainable Development via Stakeholder Engagement in Higher Education."

[126] Aida Ahmed Zahrani, "The Influence of Green Human Resource Management on University Sustainability in Higher Education: The Role of Mediating Environmental Performance and Green Commitment," *PeerJ* 12, no. 9 (2024), https://doi.org/10.7717/peerj.17966.

[127] Ahmed M. Asfahani, "Green HRM and Servant Leadership: Driving Competitive Advantage and Environmental Performance in Higher Education," *Sustainability (Switzerland)* 15, no. 10 (2023), https://doi.org/10.3390/su15107921.

commitment to alternative dispute resolution. Lastly, setting aside regular budgets for independent legal consultation services would ensure that expert legal advice is readily available, contributing to a more informed and legally compliant workplace. Together, these measures would significantly strengthen the framework for labor law assistance at UNNES, fostering a more legally empowered and sustainable organizational environment.

D. Challenges in the Implementation of SDGs Principles

The implementation of SDG principles in labor policies at Universitas Negeri Semarang (UNNES) still encounters significant challenges. Interviews with various informants reveal a gap between official policies and practical implementation. Issues identified include the lack of effective performance measurement tools for non-civil servant employees, remuneration management not based on actual workload, and the absence of risk-based evaluation and academic service output measures. For example, there is inadequate use of daily activity logbooks as a foundation for performance assessment.

This finding corroborates previous studies, which state that universities in various parts of the world face significant challenges in implementing the SDGs, mainly due to weak internal evaluation systems and ineffective coordination between internal units.[128] These problems are reflected in a number of field findings, among others:

1.   Low Employee Understanding of SDGs Policy

The lack of employee understanding of SDGs-based employment policies is one of the most fundamental challenges. According to an interview with Natal Kristiono, a lecturer at the Faculty of Social and Political Science at UNNES, he has never studied the official documents related to SDGs-based employment in depth. This suggests that many employees lack a comprehensive understanding of how institutional policies support the SDGs. Strengthening staff literacy on sustainability requires structured and continuous learning. Bibliometric evidence shows that the social dimension of sustainability—including labor

---

[128] Asfahani.

rights, equity, and justice—remains underexplored in universities, indicating the need for targeted training and awareness programs[129]. Embedding SDG-related modules into professional development and using participatory workshops can increase understanding and foster a collective sense of responsibility among staff.

A similar statement was also made by Riska Alkadri, a lecturer at UNNES Faculty of Law, who stated that staff understanding of the SDGs policy varies significantly and depends on the socialization media and the complexity of the policy substance. Therefore, a more interactive and participatory socialization approach is needed, such as thematic training and Focus Group Discussions (FGDs), to improve staff literacy and involvement in supporting the implementation of SDGs principles. This aligns with the transformative learning approach, where changes in employee understanding can only be achieved through reflective and dialogic learning.

Besides low awareness of SDGs, there is also limited access to labor law information. Not all non-civil servant workers can interpret contract details or access legal protection processes. Therefore, legal support is necessary, including regular consultation services by labor law experts and the creation of SDG-based guides on labor rights and responsibilities. Previous research highlights the need for protection mechanisms through legal assistance, especially for informal and temporary workers who face job insecurity and rights violations. Consequently, strengthening institutional capacity to spread awareness about SDGs and legal services is vital for promoting sustainable and inclusive labor governance within university settings.

Challenges remain, especially related to inter-unit coordination, low technical capacity of human resources, and gaps between normative policies and factual implementation in the field. One of the key challenges in implementing SDG-based HR reforms is the lack of consistent leadership commitment across organizational levels. Many universities adopt sustainability policies symbolically, without allocating

---

[129] Tafese and Kopp, "Education for Sustainable Development: Analyzing Research Trends in Higher Education for Sustainable Development Goals through Bibliometric Analysis."

adequate budgets or setting measurable targets[130]. When top management fails to model change, mid-level managers often resist reforms, viewing them as temporary initiatives[131]. Institutional quality is a crucial determinant for achieving SDG 8 targets in higher education. Empirical studies show that strong institutional frameworks, transparent procedures, and effective governance significantly accelerate progress on decent work indicators[132].

Weak institutional quality, by contrast, often leads to fragmented implementation and low accountability. Strengthening institutional quality at universities like UNNES would help ensure that labor law policies are not only formally adopted but also consistently practiced across all organizational levels. Higher institutional quality correlates positively with progress on SDG 8 targets, highlighting the need to strengthen governance structures within universities[133]. Unclear communication from leaders reduces staff trust and creates perceptions of favoritism[134]. Inclusive leadership, where diverse voices are represented in decision-making, is essential to prevent resistance[135].

Another barrier is the persistence of organizational silos. HR, academic, and administrative units often operate in isolation, which hinders collaboration on cross-cutting sustainability projects[136]. Siloed structures also weaken industrial relations, as employees lack shared forums to negotiate expectations[137]. Forming cross-unit sustainability

---

[130] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[131] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

[132] Azimi, Rahman, and Maraseni, "Advancing Sustainable Development Goal 8 Targets: The Role of Institutional Quality, Economic Complexity, and State Fragility in G20 Nations (2000–2023)."

[133] Azimi, Rahman, and Maraseni.

[134] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[135] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[136] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia"

[137] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

committees can align strategies and budgets[138] . These committees should include representatives from vulnerable groups to ensure equity in decision-making[139].

Limited staff capacity also constrains implementation. Many employees lack the knowledge or time to engage in sustainability tasks beyond their core duties[140]. This often results in "token participation," where staff attend sustainability events but do not integrate the principles into daily work[141]. Professional development budgets should be earmarked for sustainability-related training[142]. Training gaps can create perceptions of unfair expectations, especially among non-civil servant staff with heavier workloads[143] .

Resistance to change is another recurring challenge. Top-down reforms imposed without consultation often trigger collective opposition[144]. Perceptions of injustice in promotion or workload allocations intensify resistanc[145] . Staff from underrepresented groups may distrust reforms if previous inclusion efforts failed[146] . Embedding well-being supports - such as counseling and flexible work -can reduce anxiety during transitions[147].

---

[138] Dobbins and Dundon.

[139] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[140] Stofberg, Bussin, and Mabaso.

[141] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[142] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[143] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[144] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

[145] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[146] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[147] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia"

Monitoring and evaluation systems are also underdeveloped. Few universities track individual staff contributions to SDGs, making it hard to measure progress.[148] The absence of diversity and equity metrics obscures structural inequalities[149]. Without well-being data, institutions cannot assess whether reforms are harming staff morale[150]. Transparent reporting mechanisms increase trust and support for reforms.[151]

Industrial relations tensions can further undermine implementation. Weak consultative structures allow conflicts to escalate into disputes [152]. Excluding staff associations from policymaking fuels perceptions of illegitimacy[153]. Including DEI councils in social dialogue forums can represent marginalized voices[154]. Embedding dialogue mechanisms in HR policies improves compliance and reduces litigation risks. [155]

Cultural inertia is another barrier. Long-standing norms emphasizing hierarchy and seniority can clash with sustainability values like participation and inclusiveness[156]. Such cultures often prioritize individual achievements over collective goals[157] . Leadership development programs must explicitly challenge these norms to enable

---

[148] Batta and Cristofaro.

[149] Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."

[150] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia"

[151] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[152] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

[153] Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

[154] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia"

[155] Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."

[156] Batta and Cristofaro, "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia"

[157] Dobbins and Dundon, "Industrial Relations, the New Right and the Praxis of Mismanagement."

change[158]. Integrating sustainability values into onboarding can shape expectations from the start.[159]

Furthermore, data fragmentation poses serious challenges. Many universities store HR, diversity, and performance data in separate systems, making analysis difficult[160]. Without centralized dashboards, equity gaps often go unnoticed.[161] Disjointed well-being data hampers timely interventions[162]. Data opacity creates perceptions of favoritism[163]. Building an integrated HR analytics platform at UNNES could address these issues and support evidence-based decision-making.

2. Lack of SDGs Integration in Audit and Evaluation

Although UNNES routinely conducts internal audits, the integration of SDGs indicators into the employee performance evaluation system has not been thoroughly implemented. Prof. Amin Pujiati from UNNES Faculty of Economics and Business explained that the e-performance assessment system does not include explicit indicators linked to the principles and goals of the SDGs. Consequently, performance evaluations tend to be normative and administrative, failing to recognize genuine contributions to sustainability objectives.

Iwan Budiyono supported this view from the Public Accountant Office (KAP), which stated that there is no objective measurement tool that accurately reflects employees' real performance based on sustainability principles. This finding highlights the need to reformulate performance evaluation indicators to better align with the SDGs framework, especially SDG 8 (decent work and economic growth) and SDG 16 (strong and transparent institutions). Embedding SDG

---

158 Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."
159 Behl and Salwan, "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)."
160 Behl and Salwan.
161 Allen and Murrell, "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness."
162 Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia"
163 Stofberg, Bussin, and Mabaso, "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice."

indicators into staff performance evaluation can align individual contributions with institutional sustainability missions. A systematic review shows that universities that integrate SDG-based metrics—such as participation in community engagement, sustainability research, and social inclusion initiatives—report stronger institutional transformation and more consistent sustainability reporting[164]. Linking staff appraisal to SDG outcomes also increases employee motivation and creates shared accountability for achieving institutional goals. This aligns with Ridwan Arifin's perspective that the effectiveness of law enforcement agencies in ensuring legal protection is often hindered by institutional inefficiencies and selective law enforcement practices, which then weaken public trust in the legal system[165]. While labor law frameworks in Indonesia aim to enhance both welfare and sustainability, weak enforcement mechanisms frequently limit their practical impact.[166]

Therefore, strengthening the evaluation system based on the SDGs is not only applicable to the public sector but also crucial in building institutional transparency, trust, and legitimacy overall.

3. The Implementation Impacts on People and Institutions

From a results perspective, implementing labor law and social protection at UNNES has positively affected the institution's image, provided legal certainty for employees, and increased their sense of security and loyalty at work. Although not all evaluation tools have been fully implemented, the policy direction already aligns with SDG values. Previous research indicates that rights certainty, work-life balance, and the integration of labor protection regulations into campus management systems are key factors in achieving successful, sustainable HR management.

---

[164] Chankseliani and McCowan, "Higher Education and the Sustainable Development Goals."

[165] Ridwan Arifin, "Legal Protection and Law Enforcement: The Unfinished Works," *Indonesian Journal of Advocacy and Legal Services* 2, no. 1 (2020): 1–4, https://doi.org/10.15294/ijals.v2i1.38035.

[166] Siti Mufidatul Azizah et al., "The Role of Labor Law on Business Sustainability and Worker ' Welfare", *Jurnal Masharif Al-Syariah: Jurnal Ekonomi dan Perbankan Syariah* 10, no. 3 (2025): 1731–40.

In this context, implementing labor protection-focused policies not only affects the quality of industrial relations but also influences several factors, including:

1) Improved Institutional Image and Commitment to Welfare

   UNNES's effort to guarantee the rights of non-civil servant employees through collaboration with BPJS Employment (Social Security Administering Body for Employment) positively impacts the institution's image. Additionally, comprehensive social security programs such as Work Accident Insurance, Life Insurance, Old Age Insurance, and Retirement plans are vital in creating a safe and humane work environment. As the BPJS representative explained, "UNNES has registered all non-civil servant employees, and it is very positive."

2) Improving Healthy Living and Promoting Wellbeing

   Employee well-being is an essential social dimension of SDG 8 that directly influences organizational performance. Evidence shows that human resource practices promoting health, work-life balance, and psychological safety significantly reduce burnout and turnover intentions among academic staff[167]. Embedding well-being indicators into HR policies can therefore strengthen employee loyalty and support the long-term sustainability of institutional reforms. UNNES demonstrates its concern for employees' health and well-being by providing a variety of facilities. All non-civil servant employees are covered by health and social security insurance.

3) Improving Employee Qualification through Education

   SDG 4 (Quality Education) focuses on improving the quality of lifelong education and training.

4) Strengthening Inclusive Organizational Culture

   UNNES has implemented several policies focused on equality and inclusion, such as lactation rooms, inclusive recruitment practices, and anti-discrimination training. Providing legal assistance services also helps build trust among employees toward the institution. When lecturers and staff feel they can access legal support, they are

---

[167] Batta and Cristofaro, "Fostering Faculty Well-Being: Evidence on Human Resource Practices for a psychologically healthy academia"

more likely to confidently advocate for their rights. This not only reduces the likelihood of industrial conflict but also promotes a participatory and healthy work environment. This approach aligns with international best practices in labor management within the higher education sector.168

5) Increased Income and Welfare
    UNNES has taken concrete steps to ensure that all non-civil servant employees receive social security protection through participation in the BPJS Employment program.

6) Reducing Inequality
    Universitas Negeri Semarang (UNNES) is dedicated to removing inequality in access, treatment, and opportunity through a merit-based open recruitment system that does not discriminate.

7) Environment-based Management
    Universitas Negeri Semarang (UNNES) promotes Sustainable Development Goals (SDGs) 12 and 13 by incorporating environmentally friendly practices into its work culture.

8) Transparency and Accountability
    Universitas Negeri Semarang (UNNES) shows its commitment to transparency, accountability, and participation by implementing open personnel information systems like SIMPEG and SIKADU.

E. Conclusion

The implementation of Sustainable Development Goals (SDGs)-based employment policies at Universitas Negeri Semarang (UNNES) has yielded notable advancements in promoting inclusive, equitable, and sustainable human resource governance. Key measures such as merit-based recruitment policies, social security for non-civil servant employees, and enhanced work welfare have contributed significantly to these improvements. However, the study concludes that challenges remain, particularly with regard to inconsistent implementation at the operational level, limited SDGs literacy, and a lack of robust impact-based evaluation instruments. Despite these challenges, the integration

---

168 Arifin, "Legal Protection and Law Enforcement: The Unfinished Works".

of SDGs principles has positively influenced the institution's image, employee loyalty, and managerial transparency.

The sustainability of these reforms is contingent upon addressing these issues. Increasing SDGs literacy across all employee levels, strengthening performance evaluation instruments aligned with sustainability principles, and fostering collaborations with external stakeholders, such as BPJS Ketenagakerjaan and independent audit bodies, are essential steps. These findings offer valuable insights for UNNES and other universities striving to develop an HR management system that is not only legally compliant but also exemplifies the values of sustainable development in higher education. This aligns with Arifin's perspective, which underscores the significance of accountability and the societal demand for more transparent and effective legal protections.

In essence, these integrated efforts demonstrate that labor law compliance should not merely be viewed as a legal obligation, but as a strategic pathway to achieving institutional sustainability. Strengthening these practices will not only enhance organizational resilience but also foster a work culture aligned with SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions). UNNES can leverage this framework as a foundation for continuous improvement in its human resource governance, ensuring a long-term, positive impact on both institutional and societal levels.

F. References

Alfathy, Ragil Meita, Sulistyo Saputro, Sarwanto Sarwanto, and Murni Ramli. "Implementation of Sustainable Development Goals in Higher Education Modalities: Literature Review." *Journal of Turkish Science Education* 21, no. 1 (2024): 22–43. https://doi.org/10.36681/tused.2024.002.

Allen, Samuel A, and Audrey J Murrell. "DEI Backlash – Implications for Organizational DEI Alignment and Employee Belongingness," *Equality, Diversity and Inclusion: An International Journal* no. September (2025): 1-29. https://doi.org/10.1108/EDI-02-2025-

0147.

Al-Husna, Shofa, Mongkut Wiriya, Albertus Elinda Mongga, "Conservation Science in Indonesia: Protecting the Endangered Species of the Archipelago", *Indonesia Discourse* 2, no. 1 (2025), https://doi.org/10.15294/indi.v2i1.23036.

Arifin, Ridwan. "Legal Protection and Law Enforcement: The Unfinished Works." *Indonesian Journal of Advocacy and Legal Services* 2, no. 1 (2020): 1–4. https://doi.org/10.15294/ijals.v2i1.38035.

Asfahani, Ahmed M. "Green HRM and Servant Leadership: Driving Competitive Advantage and Environmental Performance in Higher Education." *Sustainability (Switzerland)* 15, no. 10 (2023). https://doi.org/10.3390/su15107921.

Azimi, Mohammad Naim, Mohammad Mafizur Rahman, and Tek Maraseni. "Advancing Sustainable Development Goal 8 Targets: The Role of Institutional Quality, Economic Complexity, and State Fragility in G20 Nations (2000–2023)." *Research in Globalization* 10, no. February (2025): 100278. https://doi.org/10.1016/j.resglo.2025.100278.

Azizah, Siti Mufidatul, Chofifah Indah Parawansyah, Fitrotul Bita Aulia Putri, Reviby Adam Nazalla Dhias, and Arif Zunaidi. "The Role of Labor Law on Business Sustainability and Workers' Welfare", *Jurnal Masharif Al-Syariah: Jurnal Ekonomi dan Perbankan Syariah* 10, no. 3 (2025): 1731–40.

Batta, Ankaiah, and Matteo Cristofaro. "Fostering Faculty Well-Being : Evidence on Human Resource Practices for a psychologically healthy academia." *International Journal of Organizational Analysis* 33, no. 12 (2025): 190–227. https://doi.org/10.1108/IJOA-01-2025-5153.

Behl, Abhishek, and Prashant Salwan. "Guest Editor's Overview Essay: Resourcing and Realigning Human Resources in the Light of Sustainable Development Goals (SDG)." *International Journal of Manpower* 46, no. 4 (2025): 597–604. https://doi.org/10.1108/IJM-07-2025-826.

Boyle, Fiona, and Elizabeth J. Cook. "Navigating Complexity in Sustainability and Climate Action: Comparing Participatory Action Research and Developmental Evaluation in Higher

Education." *International Journal of Sustainability in Higher Education*, no. February (2025): 1306–29. https://doi.org/10.1108/IJSHE-09-2024-0677.

Carter, Nancy, Denise Bryant-Lukosius, Alba Dicenso, Jennifer Blythe, and Alan J. Neville. "The Use of Triangulation in Qualitative Research." *Oncology Nursing Forum* 41, no. 5 (2014): 545–47. https://doi.org/10.1188/14.ONF.545-547.

Chankseliani, Maia, and Tristan McCowan. "Higher Education and the Sustainable Development Goals." *Higher Education* 81, no. 1 (2021): 1–8. https://doi.org/10.1007/s10734-020-00652-w.

Chigbu, Bianca Ifeoma, and Sicelo Leonard Makapela. "Data-Driven Leadership in Higher Education: Advancing Sustainable Development Goals and Inclusive Transformation." *Sustainability (Switzerland)* 17, no. 7 (2025). https://doi.org/10.3390/su17073116.

Chowdhury, Shah Ridwan, Md. Nazmus Sakib, Nehad Laila Sanju, Seeratus Sabah, Farzana Chowdhury, and Md. Mahbubur Rahman. "Aspects and Practices of Green Human Resource Management: A Review of Literature Exploring Future Research Direction." *Future Business Journal* 11, no. 1 (2025). https://doi.org/10.1186/s43093-025-00567-x.

Dobbins, Tony, and Tony Dundon. "Industrial Relations, the New Right and the Praxis of Mismanagement." *Employee Relations* 46, no. 6 (2024): 1290–1305. https://doi.org/10.1108/ER-06-2023-0282.

Eby, Lillian T., Jocelyn G. Anker, David B. Facteau, Katherine O. Facteau, and Wendy J. Casper. "How Well Are We Doing at Addressing the United Nations Sustainable Development Goals in the Science and Practice of I-O Psychology? Reflections on the SIOP 2023 Conference." *Industrial and Organizational Psychology* 16, no. 4 (2023): 495–503. https://doi.org/10.1017/iop.2023.62.

Elias, Aline, Karin Sanders, and Jing Hu. "The Sustainable Human Resource Practices and Employee Outcomes Link: An HR Process Lens." *Sustainability (Switzerland)* 15, no. 13 (2023). https://doi.org/10.3390/su151310124.

Esser, Katharina, Jonas Finke, Valentin Bertsch, and Andreas Löschel. "Participatory Modelling to Generate Alternatives to Support

Decision-Makers with near-Optimal Decarbonisation Options." *Applied Energy* 395, no. March (2025): 126184. https://doi.org/10.1016/j.apenergy.2025.126184.

Giovanni, Jonathan, Pratiwi Subianto, Mirna Sugiarti, and Hezty Wahyu Utami. "Sustainable Development Goals : Strategi Peningkatan Sumber Daya Manusia Menuju Kemandirian UMKM." *Jurnal Manajemen Sains Dan Organisasi* 4, no. 3 (2023): 339–52.

Hurtado, Fina Antón, Fulgencio Sánchez Vera, Javier Eloy Martínez Guirao, and Anastasia Tellez Infantes. "Social Sustainability and School Segregation in the Region of Murcia (Spain)." *Sustainability (Switzerland)* 14, no. 3 (2022): 1–21. https://doi.org/10.3390/su14031580.

Jie, Chen, Syaiful Amin, Rizki Priyanto, and Tajudeen Sanni, "Crisis in the Classroom: The Role of Climate Education in Shaping Indonesia's Future Environmental Justice Movements", *Indonesian Climate Justice Review* 2, no. 3 (2025).

Judijanto, Loso, M Ainur Ridlo, Arief Fahmi Lubis, Zulfa Zainuddin, and Adi Widjajanto. "Analisis Kebijakan Lingkungan Terhadap Pemanfaatan SDM Dalam Mendukung SDGS Dalam Perspektif Hukum." *PESHUM : Jurnal Pendidikan, Sosial Dan Humaniora* 4, no. 2 (2025): 2920–30.

Juniarta, Ida Bagus Gede Angga. "Sistem Jaminan Sosial Ketenagakerjaan Bagi Pegawai Non-ASN." *Jurnal Hukum Saraswati* 2, no. 2 (2020): 45–55.

K. M., Mahesh, P. S. Aithal, and Sharma K. R. S. "Green HRM and Teaching Sustainability in Higher Education Institutions: For Promoting Sustainable Education and Sustainable Development Goals." *International Journal of Case Studies in Business, IT, and Education*, no. December (2024): 260–70. https://doi.org/10.47992/ijcsbe.2581.6942.0345.

Leal Filho, Walter, Tiago F.A.C. Sigahi, Rosley Anholon, Bianca Gasparetto Rebelatto, Inga Schmidt-Ross, Susanne Hensel-Börner, Dirk Franco, Thomas Treacy, and Luciana Londero Brandli. "Promoting Sustainable Development via Stakeholder Engagement in Higher Education." *Environmental Sciences Europe* 37, no. 1 (2025). https://doi.org/10.1186/s12302-025-01101-0.

Magau, Mpho D. "Relationship between Implementation of Sustainable Human Resource Practices and Corporate Market Value." *SA Journal of Human Resource Management* 22 (2024): 1–10. https://doi.org/10.4102/sajhrm.v22i0.2787.

Mali, Yustinus Calvin Gai. *A Book Review: Case Study: Case Study Research and Applications Design and Methods (6th Ed.) by Yin. Beyond Words*. Vol. 11, 2023. https://doi.org/http://dx.doi.org/10.1563.

Memon, Mumtaz Ali, Hiram Ting, Christian Ringle, Jun Hwa Cheah, and Nuttawuth Muenjohn. "Guest Editorial: Green Human Resource Management and the Implications of Culture on Its Practices in Asia." *International Journal of Manpower* 43, no. 3 (2022): 589–94. https://doi.org/10.1108/IJM-06-2022-598.

Mustafa, Khurram, Md Billal Hossain, Farooq Ahmad, Faisal Ejaz, Hafiz Ghufran Ali Khan, and Anna Dunay. "Green Human Resource Management Practices to Accomplish Green Competitive Advantage: A Moderated Mediation Model." *Heliyon* 9, no. 11 (2023): e21830. https://doi.org/10.1016/j.heliyon.2023.e21830.

———. "Green Human Resource Management Practices to Accomplish Green Competitive Advantage: A Moderated Mediation Model." *Heliyon* 9, no. 11 (November 1, 2023). https://doi.org/10.1016/j.heliyon.2023.e21830.

Mwita, Kelvin, and Nivad Mwilongo. "Thematic Analysis of Qualitative Research Data: A Seven-Step Guide." *Eminent Journal of Business and Management* 1, no. 1 (2025): 51–59. https://doi.org/10.70582/4ajw7k14.

Nowell, Lorelli S., Jill M. Norris, Deborah E. White, and Nancy J. Moules. "Thematic Analysis: Striving to Meet the Trustworthiness Criteria." *International Journal of Qualitative Methods* 16, no. 1 (2017): 1–13. https://doi.org/10.1177/1609406917733847.

Pinho, Mariana, and Belinda Colston. *Perceptions of Fairness, Inclusion and Safety: The Differential Impact of Contrasting Experiences on Academics and Professional Services Staff. Journal of Management and Governance*. Vol. 29. Springer US, 2024. https://doi.org/10.1007/s10997-024-09721-z.

Perdana, Dihyan Arga. "Urban Order or Legal Disorder? The Jerakah

Flats Case in Semarang City Planning", *Indonesian Journal of Agrarian Law* 1, no. 1 (2024), https://doi.org/10.15294/jal.v1i1.31078.

Pradana, Satrio Alpen, and Hendri Irawan. "The Vital Role of Legal Education in Societal Transformation: Fostering Legal Awareness and Social Justice." *Contemporary Issues on Interfaith Law and Society* 3, no.1 (2024): 153–176.

Putra, Anggi Aran, Hayati Sari Hasibuan, Rudy Parluhutan Tambunan, and Lisa Meidiyanti Lautetu. "Integration of the Sustainable Development Goals into a Regional Development Plan in Indonesia." *Sustainability (Switzerland)* 16, no. 23 (2024). https://doi.org/10.3390/su162310235.

Ratnaningtyas, and and Adi Susilo Jahja Endah Marendah, Edi Saputra, Desi Suliwati, Bekty Taufiq Ari Nugroho, Muhammad Habibullah Aminy, Nanda Saputra. *Metodologi Penelitian Kualitatif*, 2023.

Shin, Jung Jisun. "Research Productivity by Career Stage among Korean Academics." *Tertiary Education and Management* 20, no. 2 (2014): 85–105. https://doi.org/10.1080/13583883.2014.889206.

Silveira Ramalho, Thiago, and Maria de Fátima Martins. "Sustainable Human Resource Management in the Supply Chain: A New Framework." *Cleaner Logistics and Supply Chain* 5, no. June (2022). https://doi.org/10.1016/j.clscn.2022.100075.

———. "Sustainable Human Resource Management in the Supply Chain: A New Framework." *Cleaner Logistics and Supply Chain*. Elsevier Ltd, December 1, 2022. https://doi.org/10.1016/j.clscn.2022.100075.

Stofberg, Rosanna, Mark Bussin, and Calvin M. Mabaso. "Pay Transparency, Job Turnover Intentions and the Mediating Role of Perceived Organizational Support and Organizational Justice." *Employee Relations* 44, no. 7 (2022): 162–82. https://doi.org/10.1108/ER-02-2022-0077.

Sudarsono. "UNNES Rangking 7 Dunia Kampus Ramah Disabilitas," 2022. https://rri.co.id/tanpa-kategori/114111/unnes-rangking-7-dunia-kampus-ramah-disabilitas.

Sudrajat, Tedi. "Perlindungan Hukum Dan Pemenuhan Hak Pekerja Pada Program Jaminan Kesehatan Nasional." *Pandecta Research*

Law Journal 15, no. 1 (2020): 83–92. https://doi.org/10.15294/pandecta.v15i1.23647.

Tafese, Mestawot Beyene, and Erika Kopp. "Education for Sustainable Development: Analyzing Research Trends in Higher Education for Sustainable Development Goals through Bibliometric Analysis." *Discover Sustainability* 6, no. 1 (2025). https://doi.org/10.1007/s43621-024-00711-7.

Wahdiniawati, Siti Annisa, Fatimah Malini Lubis, Dila Erlianti, Vina Budiarti Mustika Sari, Sabalius Uhai, and Wenny Desty Febrian. "Keseimbangan Kehidupan Kerja: Mewujudkan Kesejahteraan Karyawan Melalui Manajemen SDM Yang Berkelanjutan." *Jurnal Review Pendidikan Dan Pengajaran* 7, no. 1 (2024): 728–38.

Zahrani, Aida Ahmed. "The Influence of Green Human Resource Management on University Sustainability in Higher Education: The Role of Mediating Environmental Performance and Green Commitment." *PeerJ* 12, no. 9 (2024). https://doi.org/10.7717/peerj.17966.

***

"Sustainability is a political choice, not a technical one. It's not a question of whether we can be sustainable, but whether we choose to be."

– Gary Lawrence

Acknowledgment

Funding Information

Conflicting Interest Statement

The authors declare no conflict of interest in the publication of this article.

Publishing Ethical and Originality Statement

We, the authors of the article hereby declare that the manuscript is an original work prepared by the undersigned authors. It has not been previously published, nor is it under consideration for publication elsewhere in any form, whether print or electronic. All data, findings, and analyses presented in this manuscript are the result of our independent research and are free from plagiarism or data manipulation. The work adheres to the highest ethical standards of academic writing and publishing, with proper acknowledgment and citation of all referenced sources. Each author listed has made significant contributions to the conception, design, data collection, analysis, and writing of the article and has approved the final version for submission. There are no conflicts of interest that could influence the results or interpretation of the study; any future conflicts will be disclosed to the journal. Furthermore, this manuscript complies with the ethical principles of research, particularly transparency, accountability, and academic integrity. We take full responsibility for the content of this article and consent to its submission for review and possible publication in the Indonesian Journal of Advocacy and Legal Services (IJALS).

Generative AI Statement

N/A