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A Review on Impact of Green Human Resource Management (GHRM) on Employee Engagement and Environmental Performance

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ABSTRACT: Green Human Resource Management (GHRM) is a burgeoning concept revolutionizing business enterprise by integrating environmentally friendly practices into traditional HRM. Coined in 1996, GHRM emphasizes the importance of cultivating an eco-conscious work culture from recruitment onward. This paper explores key aspects of GHRM, including recruitment policies, employee involvement, motivation through awards, and training for green initiatives. A conceptual framework illustrates the multifaceted nature of GHRM, encompassing environmental awareness, recruitment, training, performance management, and more. A review of the literature showcases the positive outcomes of GHRM on employee performance, pro-environmental behavior, and organizational citizenship. However, research gaps exist, necessitating longitudinal studies, cross-cultural analyses, and a deeper understanding of mediators and moderators in GHRM practices. Overall, GHRM emerges as a crucial strategy for organizations committed to aligning their operations with environmental sustainability principles.

Keywords:Green HRM, Environmental Sustainability in HRM, Employee Involvement in Green Initiatives, GHRM Practices and Organizational Performance, Green Employee Training and Development, Conceptual Framework of Green HRM, Organizational Citizenship Behavior (OCB) and GHRM, and Cross-Cultural Analysis of GHRM Practices

I.   INTRODUCTION

Green human resource management is one of the emerging buzzes in the world of business enterprises. It is a set of policies and practices in an organization where employee behavior is stimulated toward an environmentally friendly work culture. It is a revolutionary concept in the academic world as well as the practical world of HRM (Stojanoska, 2016). The term "Green HRM" was coined by Wehrmeyer in 1996. As we know, industrialization leads to mass production, and at the same time, mass production results in the depletion of scarce resources. Human survival is wholly reliant on these resources. If mankind wants to sustain itself and future generations, then it requires keeping them in check. Environmental sustainability will lead to success if it is implemented in our day-to-day operations of an organization via Green Human Resources Management. Organizations are run by different core departments, and one of the important departments that deals with Human Resources is Human Resource Management. From the very beginning, the recruitment must be done in such a manner that people with environmental consciousness will be recruited. Recruitment policies must be clear and adhere to the norms of environmental well-being. In this way, prospective employees will come to know about the policies and practices of an organization and will be part of the Environmental Management System (EMS).

Employee Involvement is necessary to encourage the employee's decisions and actions. Participation of employees will help promote green initiatives which result inthe reduction of wastage and preservation of resources. The business will achieve better outcomes with the participation of employees (Bunge et. al 1996; Hanna et. al 2000; Remmen & Lorentzen, 2000)Energy preservation, reduction of wastage, reduction in consumption of natural resources, and the like green initiatives can create a sense of achievement among green employees. These achievements once recognized will bring employees job satisfaction. Content workers take environmental responsibility more seriously, are more dedicated to green projects, and contribute to improving environmental performance (Ahmad, 2015).Employee motivation to try out green projects is positively impacted by the use of awards and recognition based on environmental performance (Ramus, 2001).Any new

concept or ideology in an organization will be accepted once it is attached to some reward or incentive. Once Green employee participation is recognized through some monetary or non-monetary benefits, it will lead to an enhancement in environmental performance.

Green Employee Training and Development leads to the enhancement of skills and knowledge that are required to perform while implementing green initiatives. New employees will be recruited based on green policies and practices, and the existing employees can be trained to accept the environmental initiatives while delivering their duties.Employees get motivated and create the firm-wide responsibility of environmental management when they are given the freedom to experiment freely with green ideas (Rothenberg, 2003). Any activity will be performed in a better way once a willing performer is involved. Green activities can be successful only when motivation is involved and the employee is willing to participate.

Figure -1
Conceptual Framework of Green HRM

Source: Self-designed

Figure 1 describes that Green Human Resource Management (Green HRM) is a concept that integrates environmental sustainability principles into traditional HRM practices. It aims to promote environmentally friendly practices within an organization and contribute to sustainable development. The framework includes key elements such as environmental awareness, green recruitment and selection, training and development programs, performance management, compensation and rewards, employee engagement, workplace design and green infrastructure, green supply chain management, transparent communication and reporting, and compliance with environmental laws and regulations. Green HRM encourages employees to contribute ideas for environmental improvement, create a culture of responsibility, and align the organization's goals with broader societal and environmental concerns. By incorporating these elements into the HRM framework, organizations can contribute to environmental sustainability while fostering a culture of responsibility and awareness among employees.

II. METHODOLOGY

This paper is based on the review of papers, articles, and journals that are published in prestige and valuable journals. Researchers have chosen 25 published journals as a sample respected area and it is descriptive in nature.

III. REVIEW OF LITERATURE:

Ojo, A. O., et al. (2022). The purpose of this study is to investigate how green human resource management, or GHRM affects employees' performance and pro-environmental behavior. Analysis was done on data from 333 IT specialists working for Malaysian ISO 14001 firms. The findings indicated that encouraging environmentally friendly IT behavior requires green training, growth, performance monitoring, and empowerment. Training might, however, have the opposite effect if it doesn't promote environmentally friendly behavior. The study supports the perspective of HRM which is focused on resources.

Hameed, Z., et al. (2020) The effect of green human resource management (GHRM) on organizational citizenship behavior (OCBE) among employees in Pakistan is investigated in this study. 365 supervisors and employees provided data for the paper-pencil survey. The findings demonstrated that green employee empowerment is how GHRM indirectly influences OCBE, and the positive link is moderated by an individual's green ideals. According to the survey, employers should evaluate employees' green behavior, link it to compensation and advancement, and promote green initiatives.

Irani, F., Kilic, H., & Adeshola, I. (2022). The study investigates how Turkey's green hotels' environmental performance is affected by green human resource management (GHRM) techniques. Data was gathered via a survey form from 409 hotels. The findings imply that encouraging GHRM practices can raise staff engagement in environmentally friendly endeavors, which will improve environmental performance.

Pham, N. T., et al. (2020) The study investigates the relationship between environmental performance in hospitality management and green human resource management (GHRM). It was discovered that staff involvement and training foster organizational civic behavior and dedication to the environment, which enhances environmental performance. The study did discover, however, that employee environmental commitment does not buffer the link and that performance management is irrelevant.

Aboramadan, M. (2022). To understand the effects of green HRM on employee in-role, extra-role, and green innovative work behavior (GIWB), this study puts forth a model grounded in social exchange theory. 208 Palestinian employees in higher education provided information to researchers via a self-administered questionnaire. The findings indicate that GHRM significantly predicts these behaviors.

Anwar, N., et al. (2020) This study looks at how academic staff members' organizational citizenship behavior (OCBE) is affected by green HRM practices and how it affects environmental performance. Information was gathered from two public research universities in Malaysia. The findings demonstrated a significant association between OCBE and environmental performance, as well as a significant impact of three sets of Green HRM practices on OCBE. The study emphasizes the significance of behavioral change in the higher education sector and the crucial role that environmentally friendly behavior of academic staff plays in enhancing institution's environmental performance.

Bhatti, S. H., et al. (2022) This study examines the relationship between environmental performance in sectors such as oil and gas and green human resource management (GHRM) techniques. It puts forth a comprehensive model that incorporates individual innovative environmental behavior (IEB) and organizational support (POS) as explanatory processes. The concept is based on the AMO and SET theories. White-collar workers in Pakistan provided the data. Significant indirect effects via POS and IEB were discovered in the study, confirming the fully meditating serial mediation hypothesis. The study adds to the body of knowledge already available on GHRM and corporate environmental performance.

Gilal, F. G., etal. (2019) Utilizing the supply-values fit theory and organizational citizenship behavior for the environment (OCBE), the study looks into how green HRM practices affect environmental performance in higher education. The findings indicate that green HRM practices improve environmental performance by leveraging employees' love for the environment; the impact is stronger when employees have high levels of green values.

Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). This study looks into the factors that influence green organizational culture, the results that follow, and how employees in Qatar behave in a green way. Sixteen hundred employees' worth of data were gathered, and partial least squares structural equation modeling was used for analysis. The impact of environmental awareness, eco-friendly HR practices, and eco-friendly leadership conduct on eco-friendly corporate culture was validated by the findings. The relationship between employees' green behavior, green HRM practices, and environmental concern is also mediated by green company culture. The study provides decision-makers with recommendations on how to maximize environmentally friendly behavior among employees and establish an eco-friendly business.

Roscoe, S.,et al. (2019) This study investigates the connection between a company's environmental performance and green human resource management (GHRM) practices, which support a green organizational culture. Green organizational culture growth is supported by pro-environmental HRM activities such as hiring, training, assessment, and incentive programs, according to a survey of 204 workers in Chinese manufacturing. Leadership emphasis, message believability, peer involvement, and employee empowerment are important facilitators. The research advances HRM theory.

Ahmed, U., et al. (2019) The study looks at how Bahraini manufacturing companies' use of green HR practices affects worker engagement and environmental sustainability. Results point to a favorable relationship between green practices and environmental sustainability, with employee involvement serving as a mediating factor. This demonstrates how crucial green business practices are in today's corporate environment.

Ali Ababneh, O. M., et al. (2021) The present research investigates the correlation of green human resource management practices, transformational leadership, and employee involvement with environmental efforts in hotels located in Jordan. Data from 474 workers was gathered, and the results showed a favorable correlation between employee engagement and green HRM practices, underscoring the possibility of contextual-institutional interactions.

Aggarwal, P., & Agarwala, T. (2023). The study looks into the connection between an organization's environmental performance (EP) and green human resource management (GHRM) practices. It implies that implementing green practices can give businesses a strategic competitive edge and aid in the development of a green organizational culture (GOC). 278 workers from Indian governmental and private sector companies participated in the study. The study discovered that in the association between GHR practices and EP, the "degree" factor of GOC significantly mediated the relationship. The ability-motivation-opportunity theory, resource-based approach, and social identity theory all provide explanations for the findings. The study highlights the significance of creating and assessing EP targets for sector leadership and offers helpful advice for academics and managers looking to implement sustainability objectives.

Nisar, Q. A., et al. (2022) The study investigates how hotel environmental performance is affected by green human resource management or GHRM. Information was gathered from 600 workers working in both green and non-green hotels. The hotel's environmental performance is improved by GHRM techniques, according to the results. Motivated workers are better at encouraging environmentally friendly behavior. According to the report, HR professionals in the hospitality industry should concentrate on GHRM techniques to increase employee self-efficacy and support better environmental performance.

Tahir, M., et al.(2020) The study looks into how green HRM affects workers' environmental organizational citizenship behavior (OCB-Environmental) and businesses' environmental performance in Pakistani construction and IT companies involved in the China-Pakistan Economic Corridor (CPEC). 223 employees' data showed that the firms' knowledge and use of green HRM were lacking. Additionally, the study examined the potential mediation effect of employee OCB-environment and discovered that it does so to some extent between environmental performance and green HRM aspects.

Faisal, S., &Naushad, M. (2020) To maintain a competitive edge over competitors, firms in the twenty-first century must embrace green human resource management or GHRM. The purpose of this study is to determine the key components of GHRM for SMEs while taking their budget and size into account. The study, which employed the Analytical Hierarchy Process (AHP), discovered that Saudi Arabian facility management SMEs are most concerned about keeping skilled workers in green HR practices, while they are only mildly concerned about training and development and green HR acquisition.

Singh, K. P., & Pandey, K. N. (2020). This study looks into how employee engagement in auto clusters in Delhi/NCR is affected by green HRM practices. The study looks at the relationship between employee engagement and important Green HRM practices. Multiple regression analysis and exploratory factor analysis were used to examine data from 300 employees. Green Training and development, Green Employee Relations, Green Induction, and Green Recruitment and selection were all significant predictors of engagement.

Usman, M., & Mat, N. (2021). This study looks into how developing nations' environmental performance is affected by green human resource management (HRM). It emphasizes how crucial it is to pinpoint the key elements of eco-friendly HRM practices in order to expedite environmental performance. The study shows that green HRM—which includes green hiring, selection, training, performance, and reward—significantly improves environmental performance. This adds to the body of knowledge regarding the connection between environmental performance and green HRM.

Malik, M. S., et al. (2021) The effect of green human resource management (GHRM) initiatives on staff members' green innovation is examined in this study. Software from SPSS and AMOS was used to examine data from 437 Pakistani employees. The findings demonstrated that GHRM has a beneficial impact on green vision and adds green creativity, which is a necessary precondition for green innovation and environmental performance. The study also discovered that the positive correlation between environmental performance and green innovation is moderated by green shared vision. In order to ensure employee engagement to GHRM

policies and the deployment of green innovation for high environmental performance, the findings have implications for top management and legislators.

Jabbar, M. H., & Abid, M. (2015). This study looks at how 200 employees of green companies function environmentally and how their experiences are affected by green HRM practices. The findings indicate that workers who are conscious of the environment are more satisfied when they participate in operations and decision-making. The research recommends training as a motivational strategy for improved performance. Nonetheless, restrictions include a lack of knowledge and understanding of GHRM.

Renwick, D., Redman, T., & Maguire, S. (2008). Environmental management must be included into research on human resource management (HRM). However, there isn't a thorough process framework for green HRM. This paper offers a fresh perspective on Green HRM literature by categorizing it according to HRM entry-to-exit procedures. It suggests a fresh approach to the field's research agenda and process model.

Sharma, Ridhi, and Neha Gupta. (2015). This essay investigates how environmental management and human resource management—more especially, green HRM practices—may be combined in corporate settings. It covers a green HRM process model in detail and uses the Green HRM initiatives of HCL Technologies as a case study.

Rani, S., & Mishra, K. (2014).A developing concept called "green HRM" blends environmental management with human resource development to foster a sustainable culture. This plan calls for adjustments to HR procedures related to hiring, onboarding, training, performance reviews, and employee pay. By implementing eco-friendly methods and protecting intellectual capital, green human resource management (HRM) plays a critical role in tackling environmental concerns. The goal of this study is to examine Green HRM as a corporate strategy for advancing sustainable business practices.

Ababneh, O. M. A. (2021). The study looks into how employee participation in environmental efforts affects both individual green behavior and green HRM practices. It makes use of 376 staff members from Jordan's four- and five-star hotels as well as the person-organization fit theory. The significance of person-organization interaction is emphasized by the findings, which indicate that employee engagement partially mediates the association.

Rawashdeh, A. (2018). This study looks into the connection between environmental performance in Jordanian healthcare businesses and green HRM practices, such as hiring, training, and reward systems. A survey using questionnaires was carried out in April and May of 2018. The strongest association was seen between recruitment and selection, indicating a moderate application of Green HRM. The study backs up the body of research on green HRM and environmental preservation in poor nations such as Jordan.

IV. Research Gap

Research on Green Gender Recognition (GHRM) practices is limited, focusing on specific sectors or countries. Longitudinal studies are needed to understand the sustained effects on employee behavior, organizational culture, and environmental performance. Further research is needed to identify mediators and moderators influencing the relationship between GHRM practices and outcomes. Comparative analysis across industries could provide insights into the effectiveness of specific GHRM practices. Employee perspectives on GHRM, integration into overall HRM strategies, and its impact on innovation are also needed. Cross-cultural and cross-industry studies could improve the generalizability of findings.

V. CONCLUSION

In conclusion, Green Human Resource Management (GHRM) is a transformative approach that integrates environmental sustainability into traditional HRM practices. The concept, coined in 1996, emphasizes the need for organizations to foster an environmentally friendly work culture from recruitment to daily operations. Employee involvement, motivation through awards, and training and development in green initiatives are key elements to drive success in GHRM. The conceptual framework illustrates the multifaceted nature of GHRM, encompassing environmental awareness, recruitment, training, performance management, and more.Reviewing the literature highlights the positive impact of GHRM on employee performance, pro-environmental behavior, and organizational citizenship. Various studies across different sectors and countries consistently emphasize the role of GHRM in enhancing environmental performance. However, there is a research gap in the exploration of GHRM practices across industries and countries, as well as a need for longitudinal studies and a deeper understanding of mediators and moderators. Overall, GHRM emerges as a vital strategy for organizations seeking to align their operations with environmental sustainability principles.

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