Green Human Resource Management: A Literature Review

Cahya Purnama Asri

Entrepreneurship Study Program, Faculty of Economic, Universitas Widya Mataram

*email: cahyapurnama.uwm@gmail.com

ARTICLE INFO	ABSTRACT
	Over the past 10–15 years, the global business context has changed rapidly, and many organizations are now seen to be pursuing multiple purposes. Consequently, they are redefining success in more sustainable terms of Triple Bottom Line, Quadruple Bottom Line and common good outcomes, not just financial criteria. Green human resource management (GHRM) is an arising issue for the tannery industry in the context of developing economies, as the tannery industry can be seen as one of the highest polluting industries on earth, it becomes imperative for the industry to implement GHRM practices for greening the workforce. For every country, macroeconomic sustainability is the main aim of improving the social welfare of the people, therefore, the environmental performance needs to be improved without reducing the financial growth. The objective of this research is to determine the factors associated with non-performing loans. I presented a literature study using systematic literature review of relevant publications and as a result of this process, 14 articles are included and then examined the bibliographical references to check the validity of the inquiry and to avoid any potential omissions. I identify several variables that affected by GHRM. I find no outside variables, and strongly suggest research for outside variables.

Introduction

Over the past 10–15 years, the global business context has changed rapidly, and many organizations are now seen to be pursuing multiple purposes (Aust et al., 2020). Consequently, they are redefining success in more sustainable terms of Triple Bottom Line, Quadruple Bottom Line and common good outcomes, not just financial criteria (O'Higgins & Zsolnai, 2017). People in organizations play a vital role in the effectiveness and success of a company's sustainability strategy (Opoku-Dakwa et al., 2018). The term sustainable human resource management (HRM) first appeared almost 20 years ago (Aust et al., 2020). Since then an extensive amount of literature has been published on the topic (De Stefano et al., 2018; Podgorodnichenko et al., 2020).

The researchers supporting the role of human resources in environmental performance have concentrated on environment-friendly employee behaviour as a crucial factor in successfully implementing environmental policies at the workplace (A. Kim et al., 2017). The environment-friendly behaviour of employees is becoming essential for all organisations, no matter the sector, including the tertiary education sector (Rayner & Morgan, 2018). According to the theory of HR attributions (Hewett et al., 2018), perception is important to take into account as employees react differently to HRM practices according to their beliefs about the employers' motivations to implement them. Green human resource management (GHRM) is an arising issue for the tannery industry in the context of developing economies, as the tannery industry can be seen as one of the highest polluting industries on earth, it becomes imperative for the industry to implement GHRM practices for greening the workforce (Moktadir et al., 2020). For every country, macroeconomic sustainability is the main aim of improving the social welfare of the people, therefore, the environmental performance needs to be improved without reducing the financial growth (Raut et al., 2020).

Literature Review

Khan & Muktar (2020) showed that the GHRM is still an emerging concept and this review hopes to guide modern researchers by giving an overview of the current situation. Hauret et al. (2020) present the relationships between the bundle of human resource management (HRM) practices and job satisfaction by simultaneously integrating employee HRM exposure and HRM perception, which remains scarce in the literature, the authors find that a high HRM exposure is not sufficient to improve job satisfaction when employee HRM perception is taken into account, moreover, the study highlights that differences in the level of employee HRM perception, contrary to the level of exposure, influence the way employees react to their personal, job and workplace characteristics, and the results suggest a role for managers to strengthen employee positive HRM perception to improve job satisfaction. Yusoff et al. (2020) show that due to the massive number of environmental issues that hotel industry has encountered, there is an increasing force to pay a correct reaction to environmental issues and executing sustainable business practices such as the adoption of green human resource management (HRM) practices provide a win–win situation for the organization and its stakeholders, therefore, signals the need to examine how green HRM practices will enhance the environmental performance in the hotel industry, and the results extend previous research by not only highlighting the importance of green HRM practices in driving

environmental performance but also indicating how each dimension of green HRM practices either enhances or inhibits environmental performance.

Islam et al. (2020) examines the role of green human resource management (GHRM) practices, such as green recruitment and selection, green training, green performance management, green involvement and green rewards, and pays attention on the turnover intention of the millennial employees working in the hotels (3-, 4- and 5-star) and the analysis of the data through partial least squares structural equation modelling reveals that the green involvement and green pay and reward only impact on reducing turnover intention of millennials while other GHRM practices do not have direct impact on turnover intention of millennials, and interestingly, the study does not find any moderating effect of work environment on the relationship between GHRM practices and turnover intention of millennials working in hotels in Malaysia. Tang et al. (2018) propose and validate an instrument to measure GHRM and the results indicated that the proposed measurement is valid, and finally this study is the first and also the most comprehensive one to measure main human resource practices for environmental management, which can provide broader focus for further research and for practitioners.

Ansari et al. (2021) present research findings reveal that green human resource management (GHRM) practices influence employees' green commitment and pro-environmental behaviours (PEBs), moreover, the results also suggest that green commitment mediates the relationship between GHRM and PEBs. Chaudhary (2019) presents that organizational prestige (OP) and organizational attractiveness (OA) sequentially mediated the effect of GHRM on job pursuit intention (JPI), by offering an understanding of complex microlevel processes through which GHRM shapes prospective applicants' JPI, the study advances the understanding on human element of environmental management and provides a foundation for designing effective GHRM systems. Chaudhary (2020) presents that GHRM was found to significantly predict both task-related and voluntary employee green behaviours, while organizational identification significantly mediated the effect, whereas gender and environmental values failed to moderate the relationship between GHRM and employee green behaviours, and the study signifies the role of HRM in achieving environmental sustainability and emphasizes on the urgent need to embed sustainability dimension into HR systems to achieve sustainable development goals.

Roscoe et al. (2019) find that pro-environmental HRM practices including hiring, training, appraisal, and incentivisation support the development of the enablers of green organisational culture, and they suggest the key enablers of green organisational culture include leadership emphasis, message credibility, peer

involvement, and employee empowerment and address potential implications of this work for teaching green organisational culture to future generations of responsible managers that are provided with a detailed understanding of the GHRM practices needed to enable an organisational culture of environmentally aware employees. Al Kerdawy (2019) investigates the role of corporate support for employee volunteering (CSEV) in strengthening the impact of GHRM on adopting CSR practices of the best 30 firms registered in EGX100 at the Egyptian stock exchange and engaged with CSR activities and the results indicate that both GHRM and CSEV influence positively on adopting CSR activities, furthermore, CSEV plays a positive moderating role in strengthening the impact of GHRM on adopting CSR in the studied firms.

Shah (2019) develop a valid measurement scale for green human resource management and the measuring instruments revealed convergent and discriminant validity, several model fit indices indicated the model fitness and finally the study provided supplementary evidence on the underlying structure of the construct that can be valuable to researchers and practitioners in this area. Islam, Hunt, et al. (2020) explore challenges and solutions in applying green human resource management practices for the sustainable workplace and found that strict rules and regulations, monitoring, courses in universities, training programs, and monetary incentives could be effective solutions in applying green human resource management practices in the organisations.

Cheema & Javed (2017) present that the senior management of an organization also an obligation of ensuring that the employees are supported as they seek to meet the social, ecological and economic benefits from a green environment, the idea of having a green environment by the human resource department is an integral process that affects the activities of green selection and recruitment, performance appraisal method, the reward and pay system and a supportive green culture, and the importance of green environment is emphasized in the paper as well as the efforts by different companies in maintaining a sustainable environment. Al-Romeedy (2019) identifies the extent to which Egyptian travel agencies adopt green human resource management practices, the constraints facing implementation, and the most important requirements for their successful implementation and found that Egyptian travel agencies do not apply green human resource management practices because there are a number of constraints facing their application.

Nejati et al. (2017) investigates the linkage between green human resource management and green supply chain management, in light of the moderating effect of employees' resistance to change and the results suggest: (1) the significant and positive impact of GHRM on green supply chain management (GSCM), confirming

the general call for integration between HRM and green management; (2) "Green Development and Training", "Green Employee Empowerment", and "Green Pay and Reward" have the most positive influence on GSCM, and these practices of GHRM should receive attention from managers; (3) "Resistance to Change" was found to have a moderating effect on the link between GHRM (particularly green recruitment and selection) and GSCM, because it tends to hamper the first step towards building a sustainable corporate culture, which is the recruitment and selection of new employees. Zaid et al. (2018) investigate the linkage between green human resource management bundle practices and green supply chain management (i.e. external and internal practices), as well as their impact on the Triple Bottom Lines of sustainability performance (i.e. environmental, social, and economic performance), and the results from data analysis show that both of green human resource management and green supply chain management practices have a positive effect to sustainable performance in a joint manner, in fact, the results revealed that green human resource management practices have a direct effect on the sustainable performance, with the green supply chain management practices mediating this effect.

Y. J. Kim et al. (2019) examine how to improve employees' eco-friendly behaviour and hotels' environmental performance through green human resource management and the findings show that green human resource management enhances employees' organizational commitment, their eco-friendly behaviour, and hotels' environmental performance, and finally this study suggests that hotel top management and HR managers should establish green human resource management policies. Pham et al. (2019) found that: (i) the direct effects of GHRM practices on organizational citizenship behaviour for the environment OCBE; (ii) the interaction of three GHRM practices (training, performance management and employee involvement), which can enhance employees' voluntary green behaviour, dependent on the level of green performance management and green employee involvement; and (iii) the green training is seen as a key mechanism to boost employees' voluntary green behaviour. Yong et al. (2019) found that green human capital and green relational capital influenced green human resource management, surprisingly, green structural capital was not significantly related to green human resource management.

Mishra (2017) highlights status of green-human resource practices such as environmental training, green recruitment, performance appraisal, employee involvement, and compensation and the findings suggest that there is further scope to utilize the full potential of GHRM practices for encouraging pro-environmental behaviour in the organizations, and analyses of data also reveal that top-

management support and mutual learning among departments are crucial to facilitate green behaviours among employees. Ragas et al. (2017) shows that the implementation of GHRM has an effect on an employee's lifestyle and also to their job performance and it suggests that organizations can contribute to the environment and also maintain employees' good performance. Chaudhary (2018) presents that GHRM was found to relate significantly with JPI of prospective applicants and OP mediated the above linkage, environmental orientation (EO) was found to significantly moderate the association of GHRM with JPI, however, gender failed to add to the understanding of the above relationship. Yusliza et al., (2019) found a significant positive relationship between top management commitment and CSR, as well all dimensions of GHRM, however, counterintuitively, the relationship between CSR and GHRM was found not to be as significant as expected (except for CSR and green analysis/job description), which can be explained through the emerging perspective that CSR and HRM should be linked.

Singh et al. (2020) suggest that green HRM practices mediates the influence of green transformational leadership on green innovation and also found that green HRM indirectly through green innovation influences firm's environmental performance, and finally the findings support all hypotheses of direct and indirect effects and have several theoretical and practical implications and significantly advances theory and suggests that HRM-performance relationship neither depends upon the additive effect of green transformational leadership and green innovation as antecedent and mediator, respectively, nor on their interactive effect but a mix of both combinational forms (i.e., additive and interactive) to affect firm environmental performance. Úbeda-García et al. (2021) present the existence of a direct and positive relationship between CSR and performance and in addition, we have found an indirect effect on the aforementioned relationship through the mediation of GHRM and environmental outcomes. Al-Minhas et al. (2020) present the resulting model includes expanded components of GHRM (training, development, compensation, awards and recognition, recruitment, and performance management) and of sustainable green logistics (transportation and shipping, warehousing, packaging, and reverse logistics), categories of shipping and transportation include the following facets: transportation intensity, modal split, emissions intensity, energy efficiency, and vehicle utilization efficiency.

Method

We presented a literature study using systematic literature review of relevant publications (Amrutha & Geetha, 2020; Artha & Jufri, 2021; Khairi et al., 2021; Salim et al., 2019). We included 14 articles as a result and the bibliographical references examined to check the validity of the inquiry and to avoid any potential omissions (Conz & Magnani, 2019).

Result and Discussion

The results are presented in table 1 below:

Table 1. Selection References Listed According to Green Human Resouce Management

Author(s)	Variable(s)	Result(s)
Ansari et al. (2021)	employees' green commitment, pro-environmental behaviours (PEBs)	GHRM has significant effects on employees' green commitment and PEBs
Islam et al. (2020)	turnover intention	GHRM has significant effect on turnover intention
Anwar et al. (2020)	environmental performance	GHRM has significant effect on environmental performance
Jerónimo et al. (2020)	the organizational rationale for sustainability	GHRM has significant effect on the organizational rationale for sustainability
Mousa & Othman (2020)	sustainable performance	GHRM has significant effect on sustainable performance
Paillé et al. (2020)	individual environmental	GHRM has significant

	performance	effect on individual environmental performance
Pham et al. (2020)	environmental performance	GHRM has significant effect on environmental performance
Yu et al. (2020)	environmental cooperation	GHRM has significant effect on environmental cooperation
Aboramadan (2020)	employee in-role, extra-role, green innovative work behavior (GIWB)	GHRM has significant effects on employee in-role, extra-role, and GIWB
Agyabeng-Mensah et al. (2020)	internal green supply chain practices (IGSCP), supply chain environmental cooperation (SCEC)	IGSCP significant effect on GHRM, GHRM has significant effect on SCEC
Freitas et al. (2020)	corporate social responsibility	GHRM has significant effect corporate social responsibility
Ghouri et al. (2020)	environmental performance	GHRM has significant effect on environmental performance
Hameed et al. (2020)	organizational citizenship behavior toward environment (OCBE)	GHRM has significant effect on OCBE

The results above show the variables that associates with green human resource management (GHRM). There are some researches' results show that environmental

performance affected by GHRM (Anwar et al., 2020; Ghouri et al., 2020; Pham, Hoang, et al., 2020). The results show there are no outside variables that associate with GHRM.

The implementation of GHRM in Indonesia needs to be expanded, not only in the scope of large companies but also in medium-sized companies and even MSMEs. Regulations to support the implementation need to be established, so that its implementation can be carried out properly.

Conclusion

The results of the research show the variables that associates with green human resource management (GHRM). There are some researches' results show that environmental performance affected by GHRM. Future research should investigate about outside variables that associate with GHRM.

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