

Green Human Resource Management Practices and Environmental Performance: A Literature Review

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Abstract

Purpose of this research is to present the literature on role of Green human resource management practices towards environment performance, organizational effectiveness, and organizational sustainability with mediating and moderating role of variables like employee engagement, pro-environmental behavior, OCBE, Green Employee Behavior, Personality Attributes, individual green values and serving culture. For this study the researcher has reviewed articles related to Green HRM and environmental performance from journals like Elsevier, Emerald, Science Direct and Sage Publications etc. Main aim is to present the gaps from the reviewed literature which helps researchers for further study.

Keywords— environmental sustainability, employee retention, Green HRM, Green work life balance

INTRODUCTION

Green human resource management practices and environmental performance

Sustainable ecological practices have become vital in determining organizations status and competitive advantage (Paille ´ et al., 2014; Tang et al., 2018). Numerous organizations have admitted the significance of engaging employees in their struggles to develop sustainable performance through inventiveness intended to reduce waste, as well as confirming effectual usage of energy and other resources (Davis et al., 2020; El-Kassar and Singh, 2018; Ojo et al., 2020). Furthermore, a latest investigation exposed the growing acceptance of green human resource management practices as an instrument to assist employee commitment in sustainable conduct (Frangieh and Yaacoub, 2019). Green Human Resource Management enables green management by aligning human resource management practices such as recruitment, training, performance management, involvement and reward with the

organization's ecological goals (Ojo and Raman, 2019; Tang et al., 2018). Even though there has been an increasing academic attention on the role of Green HRM practices towards environmental performance, latest studies have called for additional investigation on the drivers of employee green behaviors (Davis et al., 2020; Dumont et al., 2017; Ren et al., 2018).

Over the last few years, global concerns about the sustainability of organizations have been increased due to environmental issues (Sharma and Gupta 2015), especially after the industrial revolution which results in environmental destruction (Charbel Jose Chiappetta Jabbour and Santos 2008). Currently, in the business world, eco-friendly product image has become an essential factor which integrates processes, technological adoption, and systems (Muster & Schrader, and also there is necessity to companies to implement formal green initiatives. As a company it is required to develop environmental activity to manage environment. So there is a necessity of proactive green practices. Management of

environment is done by employees. At the same time employee will be getting rewards in the form of monetary and non-monetary for adopting environmental practices.

However, this leads to acquiring new skills to employees by their interest which gives organization appropriate result. So work life of an employee and environment performance are dependent on green human resource management. Its activities are always for the environment sustainability or earth- friendly practices. In developing country like India people are more conscious of getting profits rather they need to think about the natural resources but over extraction of these non-renewable natural resources leads to environment destructions like earthquake, floods, cyclones etc. To eradicate or reduce these activities companies need to adopt green human resource management practices. Organizations are gradually observing increased consciousness on the importance of going green and adopting environment management techniques. Therefore, green human resource management has been noted as a key business

Literature Review:

Studies that shows relationship between Green HRM and Environmental Performance

Author	Independent Variable	Dependent variable	Finding
Nailya Saifulina, Adolfo Carballo-Penela, Emilo Ruzo-Sanmartin (2020)	Green HRM	Pro-Environmental Behavior	Proposes a theoretical framework that gathers GHRM policies, organizational and individual factors together in one model to understand the complex mechanisms that promote voluntary PEB at work.
Mohammed Yashik P, Rincy V. Mathew (2020)	GHRM	Environmental Performance and Green Behavior	There exists a significant correlation among Green HRM to environmental performance and green behavior
Monicah wanjiku kuria (2019)	Green HRM	Organizational effectiveness	There exists a positive and significant relationship among Green HRM Practices and Organizational Effectiveness
Ahmed A. Zaid, Abdul Talib Bon and Ayham A. M. Jaroon (2018)	Green HRM bundle practices	Environmental Performance Financial Performance	Exist significant relationship between Green HRM Practices and organizational performance

drive for growing organization where the human resource division plays a vigorous role in implementation of green initiatives. Fundamental to the successful adoption of GHRM practices are the employees that are directly and indirectly affected by the changes in the workplace and personal lives (Dezdar, 2017; Ren et al., 2018). According to Dezdar (2017), employee's attitude and behavior are essential in the successful implementation of environmental initiatives. Therefore, pro-environmental behavior extends beyond conforming to specific job tasks but requires employees' engagement and volitional actions. Internationally, few studies are available which have linked GHRM with organizational performance.

		Operational Performance Social Performance	
Yusmani Mohd Yusoff, Mehran Nejati, Daisy Mui Hung Kee, Azlan Amran (2018)	Green HRM Practices	Environmental Performance	the study revealed that green recruitment and selection, green training and development, and green compensation have a meaningful relationship with environmental performance, while green performance appraisal did not have a significant relationship with environmental performance.
Adnan M. Rawashdeha (2018)	green human resource management (R&S, T&D, R&C)	organizational environmental performance	The results show a moderate implementation of Green HRM in Jordanian hospitals, the strongest correlation was with recruitment and selection while the weakest correlation was with training and development. Statistical positive association also was indicated between the three HRM practices and environmental performance.
Muslim Amin, Wan Khairuzzaman Wan Ismail, Siti Zaleha Abdul Rasid and Richard Daverson Andrew Selwemani (2013)	Green HRM Practices	Organizational Performance	Exists an significant relationship among Green HRM Practices and university performance

Studies that strengthen the role of Moderation Variable towards relationship between GHRM and environmental performance

Author	Independent Variable	Dependent Variable	Moderation Variable
Omar Mohammed Ali Ababneh (2021)	Green HRM	Employee Engagement with environmental initiatives	Leadership Behavior
Omar Mohammed Ali Ababneh (2021)	Green HRM	Employee green behavior	Personality Attributes
Zahid Hameed, Ikram Ullah Khan, Tahir Islam, Zaryab Sheikh, Rana Muhammad Naeem (2020)	Green HRM	Green Employee Empowerment, OCBE	Individual Green Values
Adedapo oluwaseyi ojo, Christine Nya-Ling Tan and Maznil Alias (2020)	Green HRM	Environmental Performance	Environmental knowledge

			awareness and attitude
Zahid Hameed, Ikram Ullah Khan, Tahir Islam, Zaryab Sheikh, Rana Muhammad Naeem(2020)	Green HRM	Green Employee Empowerment, OCBE Individual Outcomes Non-green work attitudes	Organizational Pride Individual Green Values, Human Capital Employee Discretion Commitment to ethics Equity sensitivity
Sanjay Kumar Singh, Manlio Del Giudice, Roberto Chierici, Domenico Graziano (2020)	Green HRM	Green Innovation	Employee's environmental benefits
Faheem Gul Gilal, Zubaida Ashraf, Naeem Gul Gilal, Rukhsana Gul Gilal , Nisar Ahmed Channa (2019)	Green human resource management (HRM) practices	environmental performance	individual green values
Trong Tuan Luu (2018)	Green HRM	Employee Green Recovery Performance	Environmental Specific Leadership Style Serving Culture
Muslim Amin, Wan Khairuzzaman Wan Ismail, Siti Zaleha Abdul Rasid and Richard Daverson Andrew Selwemani (2013)	Green HRM	Organizational Performance	Organizational Culture Labor Market Legal Regulatory Environment

Studies that strengthen the role of Mediation Variable towards relationship between GHRM and environmental performance

Author	Independent Variable	Dependent Variable	Mediation Variable
Fiza Amjad, Waseem Abbas, Muhammad Zia-UR-Rehman, Sajjad Ahmad Baig, Muhammad Hashin, Ayesha Khan & Hakeem-ur- Rehman (2021)	HRM Practices	organizational sustainability	environmental and employee performance
Adedapo oluwaseyi ojo, Christine Nya-Ling Tan and Maznil Alias (2020)	Green HRM	Environmental performance	Pro-environmental behavior
Y. Jehan, D. Hussai, M. Batool, M. Imran (2020)	Green HRM Practices	Environmental Sustainability	Pro-environmental Behavior

Sanjay Kumar Singh, Manlio Del Giudice, Roberto Chierici, Domenico Graziano (2020)	Green innovation	environmental performance	green transformational leadership and green human resource management
Nhat Tan Pham, Tan VO Thanh, Zuzana Tučková, VO Thi Ngoc Thuy (2019)	Green training, green performance management, and green employee involvement	Corporate environmental performance, Organization Citizenship Behavior towards the Environment, Employee Commitment	Organization Citizenship Behavior towards the Environment Employee Environmental Commitment
Faheem Gul Gilal, Zubaida Ashraf, Naeem Gul Gilal, Rukhsana Gul Gilal, Nisar Ahmed Channa(2019)	Green human resource management (HRM) practices	environmental performance	employees' environmental passion
Samuel Roscoe, Nachiappan Subramanian, Charbel J.C. Jabbour, Tao Chong (2019)	Green HRM Practices	Environmental Performance	Green Organizational Culture
Sumittra Jirawuttinunt, Kunnika Limsuwan (2019)	Green human resource management (GHRM)	green intellectual capital, environment performance	Organizational Performance
Trong Tuan Luu (2018)	green human resource (HR) practices (training, empowerment and rewarding for pro-environmental behaviors)	employees' green recovery performance	employee environmental commitment
Deepak Bangwal, Prakash Tiwari and Pankaj Chamola (2017)	Green HRM	Environmental Performance	Spillover effect of work life

CONCLUSION

Form the literature it was found that majority of the studies proved to have a positive and significant relationship among Green HRM Practices and environmental performance with mediation and moderation effect of work life,

serving culture, employee green values, employee engagement etc. It was also found that studies are limited to one particular sector established in foreign countries. Hence, there is scope for further research like extending the study to other countries and cultures, focusing on cross-sectional and longitudinal type studies.

As a result, we propose that researches in future should advance their research framework either in foreign countries or in India.

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