

Implementation of Green Human Resource Management Practices for Environmental Management: The Role of Employee Green Behaviour

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Abstract

Employee green behavior is a novel concept in implementing green human resource management practices for environmental management. This paper explores the role of employee green behavior in implementing green human resource management practices for environmental management. The increasing awareness of and guidelines related to ecological sustainability have raised the concept of green human resource management (GHRM) practices to the scholar for effective environmental management (EM) within the organization. Employee participation and engagement in organizational green practices are vital for environmental management and performance. This paper was conducted to identify theoretical and empirical advancements in green human resource management practices, which is viewed as a new concept. The study reviewed 47 journal articles, both theoretical and empirical papers to integrate theoretical and practical findings. The study used the theory of planned behavior (TPB) to explore the role of employees' green behavior in environmental management, where three factors of employee behavior were discovered. The study revealed that employee knowledge, awareness and ability to address environmental issues contribute positively to environmental management. It revealed that the implementation of green recruitment and selection, green training and development, green reward and compensation, green performance management and employee relations influence employee green behavior. The study suggests that organizations should formulate and implement green human resource policies and strategies to ensure the effective implementation of GHRM practices.

Keywords: Green human resource management practices, employee green behavior, environmental management, environmental sustainability

Introduction

In response to proactive environmental management, practitioners and scholars have a common consensus that green human resource management practices influence employee green behaviour, pro-environmental behaviour and employee green knowledge (Bhattacharyya & Biswas, 2021; Jackson et al., 2011). Green employee behaviour and awareness are critical aspects of environmental management (Pham et al., 2020; Sanyal & Haddock-Millar, 2018; Sabokro, Masud & Kayedian, 2021). It is considered a critical component of environmental management (Aboramadan, 2022). Implementing green human resource management (GHRM) practices cultivate employee's green awareness, knowledge and behaviour to position the organisation in business competitiveness and environmental sustainability (Yusliza, Othman & Jabbour, 2017). The primary causes of environmental problems are human and economic activities like farming, business, industries and human settlement (Al-Swidi, Gelaidan & Saleh, 2021). Environmental

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problems have increased pressure on the organisation to implement green human resource management practices for environmental management (Islam et al., 2021), and gained impetus in the 21st century (Ahmad, 2015). It has been catalyzed by increased environmental pollution, global warming, carbon footprint and biodiversity loss (Song et al., 2023). In 2012, the global temperature was approximately 0.85°C, and now it has increased to approximately an average temperature of 1.5°C (Islam et al., 2021). This influences organisations to respond and include environmental management issues in their policies, strategies and practices. As International strategies, sustainable development goals 13, 14 and 15 were introduced to ensure international involvement in the environmental management of all nationals.

Organisations have been adopting different mechanisms of environmental management, like green marketing, accounting and management (Renwick, Redman & Maguire, 2013). Organisations have expanded their horizon to integrate environmental management policies with human resource management functions. Using the theory of planned behaviour (TPB), organisations can nurture green employee behaviour by implementing green human resource management practices. Furthermore, various mechanisms have been made by the United Nations to show efforts for environmental management like the Kyoto Protocol of 1997, the Paris Agreement of 2015 and the Glasgow climate pact of 2021 (Renwick, Redman & Maguire, 2013; Maslin et al., 2023). Through the umbrella of African Union (AU), African countries have taken steps for environmental management, such as adoption of Sustainable Environment and Blue Economy (SEBE) action and strategic plan 2022 to 2023 (Chevallier & Chesterman, 2022). However, the impacts of environmental problems have been increasing from time to time. For example, it is approximately global; the death is about 4.3 million people per year. In this regard, the concerns for environmental management have attracted the attention of not only organisations but also practitioners and researchers. Different scholars like Molina-Azorin et al. (2021); Renwick, Redman and Maguire (2013); Ren, Tang and Jackson (2018); Song et al., (2023) have conducted their studies on green human resource management to show the need and usefulness of integration human resource management functions, policies and strategies with environmental management and sustainability policies. However, there is limited literature conducted on exploring the role of employees' green behaviour in implementing green human resource management practices for environmental management. Therefore, this study is conducted to answer two questions which are;

1. To what extent GHRM practices are implemented to contribute environmental management?
2. What is the roles employee's green behaviour in implementing GHRM practices for environmental management?

Methodology

Data Collection Methods and Procedures

The study employed Qualitative approach based on intensive analysis of the existing literature to assess the role of employee green behaviour in the implementation of GHRM practices as techniques for environmental management. Both empirical and theoretical papers were reviewed to link overview findings from the field and perspective ideology from the literature. The first step in this study was to formulate study topic to ensure the attainment of study objectives. The topic formulated is "Implementation of GHRM practices and environmental management, the role of employee green behaviour" The main objective of this review is to synthesise the role of employee

green behaviour in implementing of GHRM practices for environmental management. Specifically, to investigate the extent to which GHRM practices are implemented for environmental management and to analyse the roles of employees' green behaviour in implementing GHRM practices for environmental management? To conduct this literature review, keywords including implementing green human resource management practices, green human resource management, environmental management, environmental sustainability and employee green behaviour were used to search journal articles from several databases like Elsevier, Emerald insight, Sage Publication, MDPI, Frontiers, Springer, Wiley Online Library and Taylor and Francis. A total of 47 journal articles from 2010 to 2024 were included and reviewed. The selection of journal articles based on open access, quality and reliable journal

Table 1: Searching Criteria

S/No	Particular	Details
1	Study type	Literature review
2	Period	2010-2024
3	Keywords	<i>“implementation of green human resource management”, “green human resource management practices” “employee green behaviour” “environmental sustainability” and “environmental management”</i>
4	Database	Elsevier, Emerald insight, Sage Publication, MDPI, Frontiers, Springer, Wiley online Library and Taylor and Francis
5	Type of article	Journal articles
6	No. of articles	A total of 47 journal articles were reviewed
7	Criteria	Relevant article from high quality and reliable Journal

Literature Review and Theoretical Framework

Theoretical Framework

The significance of reducing negative impacts from environmental problems is increasing daily (Younis & Hussain, 2023; Yong, Yusliza & Fawehinmi, 2020). Implementing GHRM practices is a vital aspect of environmental management and organisational sustainability. However, Ren, Tang and Jackson, (2018) explain that due to contextual situation, employee green behaviour and organisation culture it is important to align and implement GHRM practices for environmental management and sustainability in the organisations. It is observed the most commonly implemented GHRM practices are green recruitment and selection and training and development. Organisations have been implementing green recruitment and selection using online or e-recruitment and selection. These practices reduce the usage of papers, point out candidates with green attributes and reduce physical presence for interviews. Green training and development in other organisation is called environmental awareness training in which employees are trained on environmental issues. Ababneh (2021) explained that the adoption and implementation of GHRM practices depend on several factors: employee willingness, green attitudes and green behaviour in the organisation. To support this argument. The theory of planned behaviour is used to discuss the extent to which GHRM practices are implemented in the organisation. The theory of planned behaviour (TPB) was introduced by Ajzen in 1985 It states that the stronger the intention to engage in behaviour, the more likely it should be its performance (Biswas et al., 2017). Ajzen (2011); Song et al. (2023) explain that TPB is associated with behaviour intention which is

influenced by three factors including; - the extent of which individuals hold positive attitudes towards the behaviour, the perception of individual norms and social pressure regarding the behaviour and motivation to comply with the expectations of others and the extent to which the individual perceives the behaviour.

These three factors act as supportive arguments for implementing green human resource management policies and practices to promote environmental management. Khan (2022) used social learning theory (SLT) to link GHRM practices and employee behaviour. The theory states that employees learn new behaviour by observing and imitating what others do. Employee can learn and acquire new behavior that facilitates the implementation of GHRM practices (Song et al., 2023). Through TPB and SLT organisations can transform and cultivate green behaviour in employees through the implementation of green recruitment and selection techniques, green training and development, green rewards and compensation and green performance management. However, organisations may opt to implement some GHRM practices depending on the contextual situation, attitudes and behaviour of both leaders and employees in the organisation (Ababneh, 2021).

Implementation of GHRM Practices and Environmental Management (EM)

Green Human Resource Management (GHRM) Practices is new concept which has gained attractiveness by human resource practitioners and scholars in the 21st century (Mashala, 2018). It has been defined and explained by literature in differently; for example, Renwick et al., (2013) defined GHRM the process of including environmental management aspects in human resource management. While Ahmad et al (2023), explain Green HRM as the aspect of sustainable human resource management that deals with environmental sustainability concerns. It includes all activities that have positive consequences on the environment. In this concept GHRM is taken as an aspect of sustainability in the organisation. This shows that human resource management has to contribute to positive impacts like recycling, waste management techniques, the use of green energy and minimum usage of paperwork (Darvishmotevali & Altinay, 2022). Shafaei, Nejati and Yusoff (2020) explained that GHRM is a set of specific HRM practices that allow and sustain an immediate approach to environmental management to attain high level of environmental performance outcome. Anwar et al. (2020), explained GHRM as the knowledge of environmental management in the functions of human resource management. These include recruitment and selection, training, reward management, employee relations and staff development. It means implementing GHRM practices need effective communication and integrating multi-dimensional human resource functions with environmental issues (Garavan et al., 2023; Yong et al., 2019). Ahmad et al. (2022) discussed the implementation of GHRM practices as a process of imparting and promoting pro-environmental behaviour (PEB) in the organisation to ensure sustainability and competitiveness. This shows the connection between human resource management practices and environmental management policies (Ren et al., 2022; Renwick et al., 2013). Human resource management functions and strategies contribute to building PEB and ensure the effective use of organisation resources, which results in sustainability and environmental performance (Naz et al., 2023; Rubel et al., 2021).

Yusliza, Othman and Jabbour (2017), pointed out that adoption of electronic HRM is a modern technique to reduce environmental problems. Online recruitment and selection, e-training and development, online complaints and dispute handling reduce environmental, social and economic

waste. It is considered as the initiative for implementing GHRM practices in the organisation. The study conducted by Mashala (2018) revealed that the implementation of green recruitment and selection, green performance management, green training and development, green rewards and compensation management and green employee relations contribute positively to environmental management and results to environmental performance. Chen, Tsai and Oen, (2022) explain that some other literature has added green job design and green health and safety as GHRM practices. Carballo-Penela et al. (2023) explained that GHRM practices are taken as the tool that used to influence employee green behaviour in the organisation. This view is based on AMO theory and it was supported by different scholars including (Renwick et al., 2013), where they insist that green behaviour of employee is directly obtained from green recruitment and selection and green training and development (ability), green rewards and compensation and performance management (motivation) and green employee relation and involvement (opportunity) (Carballo-Penela et al., 2023). In this study five GHRM practices have been adopted and discussed.

Green Recruitment and Selection

This is the process of encouraging and attracting applicants with green skills, knowledge and attitude to ensure staffing in the organisation has green attributes and behaviour to support environmental management. Renwick et al. (2013); Chen et al. (202); Tsai and Oen, (2022) explain that in implementing green recruitment and selection is regarded as the war of attracting and encouraging high-potential candidates with environmental attributes that contribute to environmental management. Recruitment and selection aim to get right people with the right skill to do the right job at the right place (Tang et al., 2018). To implement environmental management, green recruitment and selection is inevitable in the organisation (Sudin, 2011). The organisation has to set standards with environmental qualities to attract candidates with environmental skills, attitudes and behaviour. Green recruitment and selection influence and ensure only candidates with environmental attributes, skills and passion for environment management (Fawehinmi et al., 2020). Candidates are recruited based on commitment, compassion and attitudes toward environmental issues (Chen, Tsai and Oen, 2022). Furthermore, the implementation of green recruitment and selection involves the use of web or internet recruitment that reduces the use of paper and physical presence (Choudhary and Datta, 2024). The minimum use of paper and physical congestion reduces land degradation, deforestation and air pollution.

Green Training and Development

Means transferring skills, knowledge and behaviour that aim to develop employees' ability to handle and manage the environment (Chen, Tsai & Oen, 2022). This creates employee awareness and attention towards detection of environmental problem and control to reduce negative impact (Tang et al., 2018). Montalvo-Falcón et al. (2023) explain that green training on sustainability, energy saving, reducing waste and usage of environmental friendly energy result to social, economic and environmental performance. Green training and development have three elements which are; to improve awareness, to manage knowledge and to ensure a conducive organisation culture (Choudhary & Datta, 2024). Well-training staff on environmental issues facilitates effective environmental management (Mashala, 2018; Renwick et al., 2013). They can detect early environmental problems, minimise waste and reduce costs caused by adverse environmental impacts. The implementation of green training and development disseminate environmental information, knowledge and skills to employee to take appropriate measure in environmental management (Amrutha & Geetha, 2020; Jerónimo et al., 202).

Green Performance Management

Enables manager to identify strength and weakness of an employee and take appropriate measure that allow employee to participate in environmental management (Chen, Tsai & Oen, 2022). In implementing green performance management organisations have to set green targets to be achieved, to establish green performance indicators to measure and evaluate green outcome of employees and dis-outcome (Cheema & Javed, 2017; Tang et al., 2018). This allows the organisation to measure and evaluate employee green outcome like employee green behaviour, green knowledge and handling environmental incidence (Choudhary and Datta, 2024; Jerónimo et al., 2020).

Green Rewards and Compensation Management

Chen, Tsai and Oen (2022) explain that green reward and pay is the techniques used to attract, retain and influence environmental behaviour. It was pointed out that there is significance relationship between reward and compensation management and environmental performance (Choudhary & Datta, 2024). Rewards and compensation management systems motivate employees and stimulate employees' green behaviour and environmentally responsible (Mashala, 2018; Renwick et al., 2013). Green rewards and compensation management play an important role in motivating and stimulating employees to participate in environmental management (Das & Dash, 2024).

Green Employee Relations and Engagement

Means relationship between employer and employees to allow joint and participation of employee's decision making, organisation process and functions (Choudhary & Datta, 2024). Green employee relations involve allowing or influencing employees to participate in environmental management (Mashala, 2018). Renwick et al. (2013) explain that implementing green employees' relations, the organisation allow employees to participate in environmental management regulation, involve trade unions in facilitating environmental training and seminars and sharing of information about environmental problems and techniques of handling the same. Involving employees in environmental issues aligns employee motivation, goals and capabilities with environmental management (Amrutha & Geetha, 2020). Chen, Tsai and Oen (2022) added employee green behaviour influences green teams as the practices in GHRM, state that organisation has to ensure teamwork that is responsible for environmental issues. Individual employees or management need to communicate and to solve environmental problems through teams.

Roles of Employees Green Behaviour in Environmental Management

Employee green behaviour means ecological responsible actions and reactions of employee in specific actions and practices that employee engage with the organisation (Adewumi, Ajadi & Ntshangase, 2022). Sabokro, Masud and Kayedian (2021) pointed out that employee green behaviour is classified into three groups which are organisational citizenship behaviour, task performance behaviour and counter-productive work behaviour. Employee green behaviour may include recycling, proper waste management, energy and water serving and the use of safe energy. Furthermore, elements of employee green behaviour include environmental awareness and understanding, eco-friendly attitude, individual green responsibility, individual green communication and accountability and green collaboration, participation and adherence (Rubel et

al., 2021). Employee green behaviour includes innovation and creativity on green practices and green motivation and commitment on sustainability. Employee green behaviour has significant to the implementation of GHRM practices which leads to environmental management. Younis and Hussain (2023) explained that motivation or inspiration is important aspect in the organisation to influence green behaviour. Crabtree et al., (2020) explain that employee green behaviour enhances motivation attribute that force employee to accomplish a given task. Employees are motivated and inspired to participate in environmental management (Bickerstaff, 2010; Sabokro, Masud & Kayedian, 2021). Green motivational influences employees to engage in eco-friendly processes and green activities (Darvishmotevali & Altinay, 2022). It shapes and transforms green psychology into the employee that ensures participation in environmental management. Al-Ghazali and Afsar, (2021) explained that employee green behaviour contributes to employee responsibility and creativity, which results in environmental management and sustainability. Through creative green idea employee can suggest the best to handle environmental problem to reduce negative impact. Eco-friendly and responsible encourages employees to have in-role and extra-role behaviour and ensures the performance of green practices either at the workplace or outside of the organisation (Al-Ghazali & Afsar, 2021).

Link between Employees Green Behaviour and GHRM Practices in Environmental Management

Employee green behaviour promotes confidence and competence to employees to participate in environmental management. Employee with green awareness and knowledge is willing to participate in the attainment of organisational environmental objectives. Employee green behaviour promotes in-role and extra-role (Ababneh, 2021) which allow employee to participate in environmental management at workplace and outside the organisation. Employee with green behaviour contribution in implementing green recruitment and selection, green training and development, and green performance management as employee are willing to cooperate to the attainment of environmental management (Ren, Tang & Jackson, 2018) Good communication skills, team building and social interaction increase employee relations that motivate, satisfy and increase employee involvement (Sabokro, Masud & Kayedian, 2021). This stimulates employee green ownership and green innovative employees which results to environmental management. Employees' green behaviour creates pro-environmental behaviour and cultivates employee green knowledge through generating learning organisation, encouraging and influencing others to undergo green practices in the organisation (Aij & Teunissen, 2017).

Conclusion

The study shows that implementation of green human resource management (GHRM) practices means the application of policies, strategies and practices that stimulate employees in the organisation to influence environmental management outcomes from each individual to the organisation (Ahmad et al., 2022; Ly, 2023). Employee green behaviour practices include energy and water saving, proper waste management and recycling. This reduces the use of paper, the use of renewable and green energy like solar panel or wind energy. Implementing GHRM practices increase employee commitment, economic benefits and long-term strategic competitiveness (Montalvo-Falcón et al., 2023). This results to positive organisation reputation, brand image and attract candidate with green talent and innovative ability. Employee green behaviour and GHRM practices enhance environmental management and performance and allow the achievement of organisational environment objectives (Sabokro, Masud & Kayedian, 2021). Employee green

behaviour has a positive contribution to the implementation of GHRM practices. This attracts many researchers and organisations to investigate the role of employee green behaviour in the implementation of green human resource management practices for environmental management (Jerónimo et al., 2020). Currently, green human resource management practices attract the attention of scholars and practitioners from both developed and developing countries due to the increase of negative impacts of environmental problems that affect organisations and society (Ahmad et al., 2021; Al-Swidi et al., 2021; Darvishmotevali & Altinay, 2022). Implementing GHRM practices stimulates employees' attitudes, behaviour and readiness to be responsible in environmental management (Elshaer et al., 2023). In this study, the theory of planned behaviour is used to guide and support the study. Implementation of GHRM practices is based on employee green behaviour, green culture, green attitude, and green perception of employees in the organisation (Abualigah et al., 2022; Chen & Wu, 2022).

Theoretical and Practical Implication

This study contributes to a comprehensive understanding of the existing literature concerning the role of employee green behaviour and implementing GHRM practices for environmental management from different angles (Darvishmotevali & Altinay, 2022; Farrukh et al., 2022). First, the implementation of GHRM practices has been a critical component to environmental management and organisational competitiveness (Garavan et al., 2023; Jackson et al., 2011; Renwick et al., 2013). This contributes to the literature and builds a strong argument of the importance of implementing GHRM practices for environmental performance. Second, the study pointed out the role of employee green behaviour in promoting environmental management. It has been discussed that green behaviour is the process that a person acquires to perform a specific action or practice willingly that has a positive impact in the environment (Silva, 2016). This enriches the existing literature on the implementation of GHRM practices. Third, the study employed a systematic literature review, hence deepening the current literature on systematic literature review (SLR). This contributes to wide criticism and understanding of methodological approaches concerning to systematic literature review.

Research Gap for Future Research

The study has analysed the role of employee green behaviour in the implementation of GHRM practice for environmental management as discussed by different literature (Garavan et al., 2023; Renwick et al., 2013). This study has pointed out that employee green behaviour and implementation of GHRM practices are important for environmental management and sustainability. However, the study found that there are several gaps have been identified in the role of employee green behaviour and the implementation of GHRM practices which are not well studied. These include; the relationship between individual green behaviour and corporate green behaviour for effective implementation of GHRM practices (Ababneh, 2021). Moreover, there is limited literature on employee green behaviour and GHRM practices. Therefore, research on the role of employee green behaviour and GHRM practices needs to be conducted. Furthermore, Pham et al. (2019) recommended that studies on GHRM practices in relation to models still need to be conducted. Also, most of the empirical research done on GHRM practices used a quantitative approach. Hence, empirical qualitative research is needed to add data to the existing studies.

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