

Green Human Resource Management: A Comprehensive Analysis of Practices, Impacts, and Future Directions

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Abstract. *This article is a systematic literature review that investigates the impact and role of Green Human Resource Management (GHRM) in organizational performance and sustainability. By detailing the findings from 18 related studies, this article discusses the role of GHRM in motivating environmentally friendly behavior among employees and its impact on organizational performance and sustainability. The article's background discusses the urgency of GHRM in responding to global sustainability challenges and enhancing sustainable human resource management practices. The literature review involves a deep understanding of the impact of GHRM on variables such as employee behavior, green innovation, and organizational performance. The research methods include the selection of relevant studies, qualitative data analysis, and the synthesis of these findings. The article's discussion highlights significant findings, such as the positive influence of GHRM on employee green behavior and environmental innovation, as well as its contribution to organizational sustainability. Practical implications involve guidelines for implementing GHRM in organizations, while theoretical implications enrich our understanding of GHRM's role in sustainable human resource management. The conclusion of the article provides a comprehensive overview of the relationship between GHRM and organizational performance and sustainability. Further research recommendations include identifying knowledge gaps and future research opportunities to deepen our understanding of GHRM. This article is expected to contribute to related literature and provide valuable guidance for research and GHRM implementation in various organizational contexts.*

Keywords : *Green HRM; Performance; Organizational sustainability.*

INTRODUCTION

In the 21st century, concerns about environmental issues are growing as the understanding of climate change and sustainability becomes an urgent global challenge. In the midst of this awareness, organizations worldwide are under pressure to transform into more sustainable and environmentally friendly entities. One crucial aspect of this transformation is how organizations manage their human resources, and this is where Green Human Resource Management (GHRM) emerges as a significant framework. Literature on Green Human Resource Management (GHRM) highlights the key role it plays in shaping employees' environmental behavior and its impact on the overall environmental performance of organizations. In developing this background, we will explore the main findings from several key studies covering a wide spectrum of GHRM topics. GHRM emerges as an organization's response to the need to integrate sustainable practices into their day-to-day operations. Research by (Jabbour (2011) highlights that human resource management practices that focus on sustainability, such as engagement in learning and teamwork, can positively impact employee environmental behavior. This provides a basis for organizations to consider GHRM as an integral part of their business strategy. Further studies discuss the correlation between

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GHRM practices and environmental performance. Hameed et al. (2020) found that GHRM practices can positively influence employee environmental performance. Through these practices, organizations can create an environment in which employees feel supported and motivated to contribute to sustainability goals. Aboramadan (2022); Aboramadan et al. (2020) presents evidence that environmental knowledge mediates the relationship between GHRM and employee environmental behavior. Highlighting the importance of employees' understanding of environmental issues, this research provides a foundation for organizations to intensify training and education efforts to increase awareness and commitment to sustainability. Research by Ojo, Tan, and Alias (2022) shows that GHRM practices can interact with transformational leadership to drive green product innovation. This provides a strong insight into how GHRM is not only about shaping individual behavior but also supporting innovative outcomes through strong leadership. In a case study involving green manufacturing, Yong, Yusliza, and Fawehinmi (2020) describe how the interaction between GHRM and sustainable manufacturing practices can shape operational sustainability. This provides in-depth insights into how GHRM can be integrated with operational practices to achieve a positive impact on the environment. Nisar et al. (2021; Yong et al. (2020) bring the GHRM dimension into higher education, showing that GHRM practices can shape green behavior among faculty members. The implication is that organizations outside of business can adopt GHRM to achieve sustainability through influencing individual behavior. Ojo et al. (2022) found that CSR can act as a mediator between GHRM and environmental performance. This underscores the importance of viewing GHRM as an integral part of a broader sustainability strategy. Engaging organizations in GHRM practices requires strong awareness and commitment. This finding is reinforced by the conclusions of various studies that highlight the key role played by organizational commitment in adopting and implementing GHRM effectively. Through this literature synthesis, we gain a comprehensive understanding of the importance of GHRM in shaping employee environmental behavior and its impact on environmental performance. With this understanding, organizations can design and implement GHRM in the most effective manner and in line with their sustainability goals.

METHOD

The research methods used in this study include steps to compile a systematic literature review based on the references provided. This approach allows us to build a comprehensive understanding of the GHRM concept and its impact on environmental behavior and performance. Here are the main steps taken:

a. Identification of Sources

The identification of sources was done by detailing the primary references related to GHRM. These sources include academic journals, books, and publications related to sustainability and human resource management.

b. Literature Selection

The process of selecting literature was conducted meticulously, ensuring that the chosen sources are relevant to the research topic. Only references that significantly contribute to the understanding of GHRM and its impact were included in this study.

c. Analysis and Literature Synthesis

The analysis and synthesis of literature were conducted to merge key findings from various sources. This understanding was systematically organized to form a strong conceptual framework for this research.

RESULTS AND DISCUSSION

In the results and discussion, we will delve deeper into the key findings presented in the background. The primary focus will be on the interaction between GHRM and employee behavior, as well as its impact on organizational environmental performance. Findings from the literature indicate that GHRM has a positive impact on environmental behavior and performance. In the context of higher education, Aboramadan (2022) found that green job engagement can act as a mediator between GHRM and employee environmental behavior. A study by Obeidat and Abdalla (2022) provides insights into the integration of GHRM and circular economy, indicating that organizations need to develop policies that support GHRM practices to enhance sustainable performance.

The Influence of GHRM on Employee Behavior and Environmental Performance

Jabbour (2011); Shafaei and Nejati (2023); Tandon et al. (2023) findings show that GHRM practices can shape employee behavior in the context of sustainability. Employee engagement in sustainability-focused learning and teamwork encourages environmental awareness and responsibility. Elias, Sanders, and Hu (2023; Hameed et al. (2020) add the dimension of environmental performance, demonstrating that GHRM practices can make a tangible contribution to achieving organizational sustainability goals. Employees who feel supported through GHRM practices are more likely to commit to sustainable environmental practices. Aboramadan (2022) introduces the environmental knowledge element as a mediator, showing that employees' understanding of environmental issues plays a significant role in shaping their behavior. Therefore, training and education related to sustainability become essential to optimize the impact of GHRM.

The Role of Transformational Leadership and Interaction with GHRM

Studies by Bauwens, Audenaert, and Decramer (2023); Elias et al. (2023); Maria et al. (2022) provide insights into how transformational leadership can enhance the impact of GHRM on green innovation. This highlights the importance of having a leadership framework that supports GHRM practices and guides them toward innovative outcomes. Yong et al. 2020, through their case study, show

that the interaction between GHRM and sustainable manufacturing practices can shape operational sustainability. This offers practical implications for organizations looking to achieve maximum environmental impact by integrating GHRM with their daily operations.

Dimensions of Higher Education and CSR in the Context of GHRM

Fawehinmi et al. (2020) open the door to understanding GHRM beyond the business sector, particularly in the context of higher education. The implication is that GHRM practices can shape green behavior in the education sector, contributing to overall sustainability efforts. Ojo et al. (2022) highlight the mediating role of CSR, indicating that GHRM can impact environmental performance through engagement in social responsibility. This provides a conceptual foundation for organizations looking to integrate GHRM with their CSR strategies.

Awareness and Organizational Commitment as Key Drivers

Awareness and organizational commitment, as recognized in various studies, are key drivers of GHRM success Jabbour (2011); Mukherji and Bhatnagar (2022). Cultural change and organizational values that support sustainability are essential to adopting and implementing GHRM practices effectively. By analyzing and discussing these key findings, we can identify strong patterns and trends in the influence of GHRM on employee behavior and environmental performance. This discussion paves the way to understand how GHRM practices can be adapted and optimized to achieve the greatest impact.

Overall, the literature on GHRM demonstrates the complexity and importance of human resource management's role in achieving organizational sustainability. GHRM practices are not only related to responsible human resource management but also to creating a workplace environment that supports pro-environmental behavior and sustainable innovation. The studies outlined above provide in-depth insights into various aspects of GHRM, ranging from its impact on environmental knowledge and employee behavior to its role in shaping a sustainable organizational culture. This research covers various sectors, including manufacturing, services, and higher education, providing a comprehensive picture of GHRM applications in various organizational contexts.

The existence of the GHRM framework helps organizations integrate sustainability principles into their human resource management policies and practices. Taking into account aspects such as green leadership, CSR communication, and ethical leadership influence, GHRM forms the basis for organizations committed to social and environmental responsibility. The primary challenge in adopting GHRM involves cultural and paradigm shifts at the organizational level. Strong awareness and commitment from all management levels and employees are required to effectively integrate GHRM practices. Additionally, a deep understanding of the dynamics of the relationship between GHRM and environmental performance can help organizations optimize these practices for the best results. In summarizing this literature, it is important to remember that GHRM is not a one-size-fits-all solution for all organizational sustainability challenges. However, GHRM provides a strong foundation for

driving change toward more sustainable business practices. Through the integration of GHRM policies and practices, organizations can strike a balance between achieving business goals and having a positive impact on the environment and society.

Practical Implications

GHRM practices are not only about meeting sustainability criteria but also about creating an organizational culture that supports environmental behavior. It is essential for organizations to adopt and integrate GHRM as an integral part of their business strategy. Employee engagement through training and education is key to increasing awareness and commitment to sustainable practices. The importance of transformational leadership in enhancing the impact of GHRM on green innovation suggests that organizations should focus on developing leadership that supports sustainable values. This may include leadership training and the development of sustainability-oriented leadership. Case studies on the interaction between GHRM and sustainable manufacturing practices provide practical implications for integrating GHRM into daily operations. This shows that to achieve full operational sustainability, organizations need to consider the development of operational practices that support sustainable values.

Theoretical Implications

Theoretically, these findings contribute to the development of the GHRM literature and sustainability concepts. These implications open the door to the development of a more integrated theoretical framework that considers factors such as leadership, CSR, and interaction with operational practices. The importance of environmental knowledge as a mediator between GHRM and employee behavior adds a dimension to the literature. Theoretically, this can stimulate the development of more complex models that include mediating variables to better understand the dynamics between GHRM and environmental outcomes.

CONCLUSION

In reviewing the GHRM literature, we find that these practices play a key role in shaping employee behavior and environmental performance. Employee engagement through practices such as training and education can increase awareness and commitment to sustainability. The interaction between GHRM, transformational leadership, and operational practices forms a strong foundation for full operational sustainability. Organizations need to consider the integration of GHRM with their entire value chain to achieve optimal sustainability impact. Environmental knowledge emerges as a crucial element in the influence of GHRM on employee behavior. Therefore, organizations need to focus on developing employees' knowledge and understanding of environmental issues to maximize the impact of GHRM. The discussion thus far provides a basis for exploring the practical and theoretical implications of

these research findings. These implications can guide organizations and researchers in designing and implementing effective GHRM initiatives.

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