

Green Human Resource Management: A Review

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Abstract: In the past few years, an increase in environmental issues are a major concern. These concerns impact industries and businesses and pressurise them to develop and adopt green practices and policies that will lead to achieve the organisational goals without harming the environment. Green Human Resource Management is one of the most attracted topics for academicians and researchers. Green human resource management plays a major role in the organisation. The five green practices in green human resource management are green job analysis and design, green recruitment and selection, green performance management, green training and development and green reward management. The objective of the paper is to better understand the green human resource management and their practices. Green human resource management contributes to environmental management activities. Future research should be done to examine the millennials green behaviour.

Keywords: *Green Human Resource Management Practices, Green Job Analysis, Green Recruitment and Selection, Green Reward Management*

Introduction

Nowadays, sustainability has become a major concern for stakeholders in organisation. In an organisation, sustainability focuses on social responsibility and the importance of human resource with the increment in the financial, legal and other aspects of clean production business (Amrutha & Geetha, 2020). Increment in environmental regulations and social pressure forces organisations to adopt policies and practices that improve the social, economic, and environmental pillars by developing the vision, mission and strategies of organisations (Jerónimo, Henriques, Lacerda, Silva, & Vieira, May 2020).

Various units of the organizations such as Marketing, IT, Finance, Human Resource and so on work together on the implementation of any corporate environmental programs, the most important contributor in the organisation is the Human resource Management (Ahmad, Green Human Resource Management: Policies and practices,

2015). Human resource management is an important function of management that deals with the most valuable assets of the organisation that is human resources. Environment-friendly personnel management which is also known as Green Human Resource Management, is environmental business development by involving Human Resources as the critical part of the organisation.

In the present scenario, many organizations are following green HRM practices to execute their business. Green human resource management has shown a greater significance in the organization as it contributes towards functional areas such as green management, green marketing, green operations, green finance and accounting. To carry out green management, employees have to be inspired, empowered and be aware if greening to be successful (Callenbach, Capra, Goldman, Lutz, & Marburg, 1993).

Green Human Resource Management and Green Human Resource Management Practices

Green Human Resource Management Conceptual Meaning

Green Human Resource Management is the deployment of sustainable Human Resource practices to reduce the wastage of resources, services, enhance process, and procedures to encourage pro-environmental behavior in employees. According to (Uddin & Islam, 2015) Green Human Resource Management involves human resource policies and practices that are environmentally friendly, that help organizations to achieve their monetary goals through environmental branding and to protect the environment from any negative impacts that might result from the policies and practices of the organizations. (Mandip, 2012) defines Green HR as using every employee interface to promote sustainable practices and supplement employee responsiveness and commitments to the problem of sustainability. Green HRM refers to the practices, policies and system that makes the employees of organisations green for the benefits of the individual, natural environment, business, and society (Opatha, 2013). Green HRM leads to corporate social sustainability, corporate environmental sustainability and it originate employer branding (Yasin, Huseynova, & Atif, 2022).

Green Human Resource Management is the integration of environmental management with Human Resource Management (Renwick, Redman, & Magurie, 2008). It is widely accepted that in the modern arena the GHRM contributes the organizational environmental agendas, such as corporate social responsibility by implementing concerns in HRM procedures, and policies. (Jabbour C. J., 2013) said that GHRM is concerned with the systematic

alignment of HRM practices with the environmental goals of the organisation.

Green Human Resource Management Practices

There are various green HRM practices. In this paper researchers reviewed five green Human resource practices. These practices were green job analysis and design, green recruitment and selection, green reward management, green training and development and green performance management. Which were discussed in detail below:

Green Recruitment and Selection

Recruitment is the entry point in the organisation. It provides an opportunity for the organisation to attract the pool of candidates so the right one can be selected to join. According to (Tang, Yang, Jiang, Paille, & Jia, 2017) green recruitment and selection referred to the process of recruiting and selecting candidate who are sensitive to environmental issue and are willing to commit towards environmental performance. It is the process of seeking candidates and communicating with them by using electronic medium, and reducing the usage of paper in selection procedures (Brandl, Tschurlovits, Karellova, & Priyadarshini, 2023).

Green Job Analysis and Design

Job analysis is the process of collecting information on skills, abilities, and knowledge that a person must have to perform the job effectively (k., 2007). In job designing decisions were made in advance on how the job will be done, what the duties are, responsibilities, human resource requirements, and resources required within the organisation. Green job analysis and design is the process of gathering information about the particular job with the intention to prepare job specifications and the job descriptions which will lead to the selection of

employees who are able to perform their responsibilities and duties in an eco-friendly way (Mwita, Conceptual Review of Green Human Resource Management Practices, 2019).

Green Training and Development

Green training and development is the process of reducing waste, effective resource utilization, conservation and preservation of energy. Green training and development is an economical and eco-friendly approach to enhancing green value (Teixeira, Jabbour, Jabbour, Latan, & Caldeira de Oliveira, 2016). According to (Mwita, Conceptual Review of Green Human Resource Management Practices, 2019) green training and development is impacting employees with skills and knowledge on how to reduce or avoid environmental pollution and conserve the environment in workplace.

Green Reward Management

Reward is the type of motivation that influence an individual to complete a task to receive a reward (Shafaei, Nejati, & Yusoff, 2020). The reward provides a good indication of the seriousness of an organisation dedication toward environmental sustainability management (Bratton & Bratton, 2015). Contribution to environmental management by the employees is to be reimbursed with monetary rewards or non-monetary rewards (Kapil, 2015). To initiate employee engagement in sustainability appropriate reward system must be introduced (Jabbour & Santos, 2008). An appropriate reward system is to be

designed so management commitment towards environmental performance through reinforcement of employees pro-environmental behaviour is reflected (Renwick, Redman, & Maguire, 2012). It can be said that green reward management is the systematic process of implementing strategies and developing policies of rewarding the employees and the team members for their successful contribution towards attaining environmental management initiatives at workplace.

Green Performance Management

Green performance management is linking performance evaluation with green goals and tasks specified in the job description (Mehta & Chugan, 2015). Organisations can perform green performance management by setting green goals for teams and an employee working to achieve them (Mwita, Conceptual Review of Green Human Resource Management Practices, 2019). Green performance management involve setting green performance standards for individual employees and evaluating their progress against pre-defined standards (Ahmad & Nisar, Green Human Resource Management: Policies and practices, 2015).

Review Table

The review on Green Human Resource Management was conducted by reading peer-reviewed journal articles. These were summarised below. The first table is about information about the title, Author, Publisher, year and journal. The second table represents the content of the articles.

Table 1: Publisher and Journal Detail

	Article Name	Author	Journal	Publisher	Year
1	Capabilities and competencies for digitised human resource management: perspectives from Australian HR professionals	Roslyn Cameron, Alan R Nankervis	Asia Pacific journal of Human resources	Wiley Online Library	2022
2	A systematic review on green human resource management: Implications for social sustainability	Amrutha, V. N. Geetha, S. N.	Journal of Cleaner Production	Elsevier	2020
3	Employee adjustment and well-being in the era of COVID-19: Implications for human resource management	Carnevale, Joel B. Hatak, Isabella	Journal of Business Research	Elsevier	2020
4	Mapping the human resource focused enablers with sustainability viewpoints in Indian power sector	Yadav, Mohit Kumar, Anil Mangla, Sachin Kumar Luthra, Sunil Bamel, Umesh Garza-Reyes, Jose Arturo	Journal of Cleaner Production	Elsevier	2019
5	Organisational and human resource management and innovation: Which management practices are linked to product and/or process innovation?	Shoko Hanedaa, Keiko Ito	Research Policy	Elsevier	2018
6	Going green and sustainable: The influence of green HR practices on the organisational rationale for sustainability	Jerónimo, Helena Mateus Henriques, Paulo Lopes Lacerda, Teresa Correia de da Silva, Filipa Pires Vieira, Pedro Rino	Journal of Business Research	Elsevier	2020
7	The impact of green human resource management practices on sustainable performance in healthcare organisations: a conceptual framework	Sharifa K. Mousa a , Mohammed Othman	Journal of Cleaner Production	Elsevier	2020
8	On the importance of sustainable human resource management for the adoption of sustainable development goals	Nour Chamsa, Josep García-Blandón	Resources, Conservation and Recycling	Elsevier	2019
9	Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus	Anwar, Nosheen Nik Mahmood, Nik Hasnaa Yusliza, Mohd Yusoff	Journal of Cleaner Production	Elsevier	2020

		Ramayah, T. Noor Faezah, Juhari Khalid, Waqas			
10	Promoting employee's pro-environmental behaviour through green human resource management practices	Saeed, Bilal Bin Afsar, Bilal Hafeez, Shakir Khan, Imran Tahir, Muhammad Afridi, Muhammad Asim	Corporate Social Responsibility and Environmental Management	Wiley	2019
11	Green human resource management: A systematic literature review from 2007 to 2019	Yong, Jing Yi Yusliza, M. Y. Fawehinmi, Olawole Olanre	Benchmarking	Emerald Insight	2019
12	Assessing green human resources management practices in Palestinian manufacturing context: An empirical study	Masri, Hiba A. Jaaron, Ayham A.M.	Journal of Cleaner Production	Elsevier	2017
13	The Era of Environmental Sustainability: Ensuring That Sustainability Stands on Human Resource Management	Iqbal, Qaisar	Global Business Review	SAGE Publications	2020
14	Green Human Resource Management and Employee Green Behaviour: An Empirical Analysis	Chaudhary, Richa	Corporate Social Responsibility and Environmental Management	Wiley	2020
15	Driving patterns of industrial green transformation: A multiple regions case learning from China	Mao, Wenxin Wang, Wenping Sun, Huifang	Science of the Total Environment	Elsevier	2019

Table 2: Articles' Category Based on the Subject

	Article Name	Objectives	Findings
1	Capabilities and competencies for digitised human resource management: perspectives from Australian HR professionals	The objective of the study is to identify the HR strategies and functions that get affected by emerging digital technologies.	Most HR roles and HR functions are affected by the new digital technologies.

2	A systematic review on green human resource management: Implications for social sustainability	This study aims at investigates the future of the green practices to meet the social sustainability requirements of an organisation.	In green human resource management research to uncover the great potential of core green practices that envision social sustainability, which had not been established until recently.
3	Employee adjustment and well-being in the era of COVID-19: Implications for human resource management	To analyse how GHRM as organisations help the workforce to cope up and adjust with the newly altered work environment.	HR systems prepare organisations them for an unexpected events (such as our current crisis), that leads to feel alone and social exclusion.
4	Mapping the human resource focused enablers with sustainability viewpoints in Indian power sector	To examine the sustainability of the human resource focussing on enablers that are playing a significant role in improving productivity, quality of work and optimising expenses,	The study findings help the sector to improve the productivity of their workers and establish all the enablers, which can be seen to improve the quality of work-life in the Indian power sector
5	Organisational and human resource management and innovation: Which management practices are linked to product and/or process innovation?	To examine the relationship between organisations and human resource management practices for research and development (RandD) and product/process innovation	R and D human resource management personnel is an important determinant of innovation
6	Going green and sustainable: The influence of green HR practices on the organisational rationale for sustainability	To examine the role of green hiring, green training, and green compensation, along with age and gender, in sustaining the organisational rationale for sustainability	No research has yet explored how environmentally friendly human resource management affects perceptions of how employees perceive their organisational commitment to sustainability

7	The impact of green human resource management practices on sustainable performance in healthcare organisations: a conceptual framework	Aims to assess the level implementation of green human resource management practices in Palestinian health care organisations, and their impact on sustainable performance in this important service sector.	Helping managers working in the health care sector to promote green practices to prevent the production of waste, and to facilitate the implementation green culture in their organisation
8	On the importance of sustainable human resource management for the adoption of sustainable development goals	To discuss the key roles of SHRM in developing a sustainable work environment and in facilitating the achievement of the SDGs.	Barriers to sustainable implementation are not only at the company level but also international ones Perspective
9	Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus	To examine the effect of Green Human Resource Management (HRM) practices (green competency development practices, green motivational enhancement practices, and green employee engagement practices) in the organisation civic behaviour towards the environment (OCBE) of academic staff and, in turn, its impact on environmental performance	Higher education institutions have recognised the fact that it is not consider human factors or behaviour in their environment initiative will lead to inefficient environmental performance
10	Promoting employee's pro-environmental behaviour through green human resource management practices	To examine the effects of green HRM practices (green recruitment and selection, green training and development, green performance management and appraisal, green rewards and compensation, and green empowerment) on employee pro-environmental behaviour.	Pro-environmental behaviour is not formally assessed and rewarded. This behaviour is principally influenced by individual perceptions of the organisation's green climate resulting from adoption, rather than being directly influenced by, green HRM practices.

11	Green human resource management: A systematic literature review from 2007 to 2019	To review the Green HRM literature from various scopes, approaches and contexts; to identify different focus areas in the Green HRM literature, and to propose areas for future research	70 articles were analysed and classified into five focus areas
12	Assessing green human resources management practices in Palestinian manufacturing context: An empirical study	To present an empirical assessment and measurement of the impact of GHRM practices in manufacturing organisations on EP in the Palestinian context	The practices identified were green recruitment and selection, green training and development, green performance management and appraisal, green rewards and compensation, green employee empowerment and participation, and green organisational culture management
13	The Era of Environmental Sustainability: Ensuring That Sustainability Stands on Human Resource Management	To affirm the significant moderation of the role of green human resource management (GHRM) on the scale of green employee behaviour (EGB) and environmental sustainability	A fundamental factor of this enthusiasm is that people expect managers to utilise resources wisely and responsibly and minimise the use of air, water, minerals and other materials in the final product
14	Green Human Resource Management and Employee Green Behaviour: An Empirical Analysis	To examine GHRM practices' impact on employees' green performance behaviour (duty-related and voluntary) by identifying the organisation as a mediator and employees' personal environmental values and gender as moderator.	GHRM has significantly predict employee environment friendly behaviour related to duty and volunteering. Organisational identification significantly mediates these effects, whereas gender and environmental values fail to moderate the relationship between GHRM and green employee behaviour.

15	Driving patterns of industrial green transformation: A multiple regions case learning from China	focuses on new perspectives on learning and mining the history of the green industry transformation in various regions of China, and three-phase case studies.	The results showed that the structural transformation and efficiency transformations' main driving factor present certain distinctions and clear spatial effects.
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Discussion

The review of studies, identified that the people were expecting from the managers that the activities were done responsibly manner so that the exploitation of natural resources can be minimised (Iqba, 2020). According to (Masri & Jaaron, 2017) top management of organisation plays crucial role in encouraging the employees towards environmental initiatives. The managers in the health sector were also promoting green practices (Mousa & Othman, 2020). The GHRM prepares for the upcoming unfortunate events such as covid (Carnevale & Hatak, 2020).

Sustainability in the power sector is to be improved so that the work-life quality of the sector can be improved (Yadav, et al., 2019). According to (Anwar, et al., 2020) higher education institutions have recognised human behaviour and factors that will lead to environmental inefficiency. There are some barriers to attaining sustainability not only at the company level but also at the international level (Chams & Garcia-Blandon, 2019).

Conclusion

Green Human Resource Management is an environmentally friendly behaviour of an employee towards their duties and responsibilities (Chaudhary, 2019) so as to attain the organisational goals by minimising the effect on the environment. Human resource known to be the major assets of an organizations, thus they should involve in the decision making process in such a way that environmental damage can be minimised. Due to Research and Development in HR various innovations were done (Haneda & Ito, 2018). Digital technology affects HR roles (Nankervis & Cameron, 2022). The various HR practices were identified (A. Masri & Jaaron, 2017) for achieving the green transformation in organisation structural transformation. and efficiency transformation are the major driving factor (Mao, Wang, & Sun, 2019). The study recommends the future research should be done on emphasising the green behaviour of millennials as they are more concerned towards the environment and they are ready to easily adapt to the changes.

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