

# THE ROLE OF GREEN HUMAN RESOURCE MANAGEMENT – AN ASSESSMENT

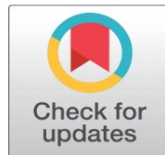
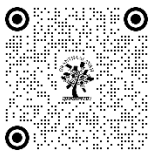
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## ABSTRACT

**Purpose-** Green human resource management (HRM) aims to influence employee behavior so businesses can meet their environmental objectives. Businesses can apply the Green HRM idea to every HRM function. This paper reviews 18 Scopus-indexed articles to highlight how Green HRM is integrated into various HRM tasks and to examine the impacts that Green HRM offers to individuals and different organizations.

**Methodology—**This study utilized the PRISMA flowchart to examine the effects of green HRM on individuals and organizations. In order to analyze the secondary data, a TCCM approach is used, which allows the researchers to obtain comprehensive and insightful information.

**Findings—**The outcomes showed that the organization as a whole and individual employees benefited from the adoption of Green HRM. Enhancing resource efficiency, building a favorable company image, and improving economic and environmental performance were some of the benefits of implementing Green HRM at the organizational level. Additionally, it produced an eco-friendly workplace culture and atmosphere within the firm.

**Originality/Value-** The study deepens our understanding of green human resource management (HRM) practices. Green HRM approaches, such as green performance management, positively and significantly impact employees' pro-environmental views, encouraging green actions in organizations.

**Keywords:** Green HRM Practices, Green HRM, Organizations, PRISMA

## 1. INTRODUCTION

In the contemporary landscape of organizational management, integrating environmental sustainability principles has emerged as a pivotal imperative for fostering long-term viability and resilience. Green HRM is at the intersection of environmental stewardship and human resource management (HRM), a strategic approach to aligning HRM practices with environmental performance. Research on Green HRM is expanding globally despite recognizing its significance, yet a significant portion of these studies are confined to its conceptualization alone (Dumont, Shen, & Deng, 2017; Renwick, Jabbour, Muller, Tom, & Adrian, 2016). Numerous organizations have realized how critical it is to involve staff members to improve sustainable performance by ensuring efficient use of energy and other resources and reducing waste (Davis et al., 2020; El-Kassar and Singh, 2018; Ojo et al., 2020).

Green HRM, or green human resource management, is the term for applying the green business concept to HRM (Aykan, 2017). At the individual and organizational levels, green HRM fosters eco-friendly behaviour and culture (Cherian & Jacob, 2012). In particular, Green HRM seeks to develop, enhance, and uphold environmentally conscious morality in workers so that they can eventually contribute to environmental sustainability (Mehta & Chugan, 2015) and a healthy environment. Sustainable Human Resource Management is another field that supports "green" businesses (SHRM). SHRM has facilitated the Sustainable Development Goals (SDGs) and helped create a sustainable work environment (Aguinis & Glavas, 2012; Chams & García-Blandón, 2019). This paper delves into the multifaceted dimensions of Green HRM, its practices, benefits, and its implications for organizational sustainability.

By aligning HRM practices with environmental sustainability objectives, organizations can cultivate a culture of ecological responsibility, empower employees to contribute towards sustainability goals and enhance their competitive advantage in an increasingly environmentally conscious marketplace. Through a synthesis of empirical research findings, this paper explores valuable insights into the role of Green HRM in driving organizational sustainability and environmental performance. According to Saeed et al. (2019), green HRM prevents ecological hazards within the firm and encourages the sustainable use of corporate resources, promoting environmental sustainability. Ojo and Raman (2019) studied environmental performance from the viewpoint of the employees. However, they did not consider the employees' opinions regarding Green HRM practices. Thus, more research on the particular Green HRM practices linked to environmental performance and green creativity is needed, according to recent studies (Ren, Tang, & Jackson, 2018; Tang et al., 2018).

This study is divided into six sections: 1. The summary is given in the introduction; 2. the theoretical background provides perceptive details on previous research; 3. Methodology for research that collects and analyzes data using the PRISMA Approach; 4. Findings present with the help of TCCM method; 5. Finally, wrap up the study with a conclusion.

## **2. THEORETICAL BACKGROUND**

### **Green HRM Practices**

These days, there is a greater demand than ever for green HR practices that centre on environmental and organizational goals since they enable organizations to align their HR plans with their overall business plans more effectively. To support the firm's sustainable performance, GHRM practices strategically construct operational procedures (Dumont et al., 2017). Renwick et al. (2013) proposed, based on a review of GHRM literature, the strategic role of Green HRM practices—such as hiring and selection, training and development, and reward and compensation—in employees' participation in environmental activities. The mediation role of employees' voluntary environmental behaviors in connecting their company's environmental performance with strategic HRM practices.

### **Green HRM implementation and its benefits**

Businesses most likely benefited or experienced positive effects from adopting environmentally friendly concepts. In particular, implementing Green HRM enhanced environmental management systems, such as resource efficiency (Florida & Davison, 2001). At the individual level, Green HRM initiatives enhance job satisfaction, organizational commitment, and employee well-being by fostering a sense of purpose and alignment with environmental values (Suharti & Sugiarto, 2020). According to Alhadid and Abu-Rumman (2014), the implementation of Green HRM at the organizational level improved resource efficiency and economic effect. Renwick, Redman, and Maguire (2013) found that Green HRM also improved organizational and environmental performance.

### **Methodology**

This study seeks to understand how green HRM affects individuals and organizations (Tranfield et al., 2003) through a systematic literature review. The PRISMA and meta-analysis (Moher et al., 2010) techniques for systematic reviews give a thorough understanding of the effects that green HRM practices have on businesses. This methodology offers informative data regarding green HRM's impacts on individuals and organizations.

## Database

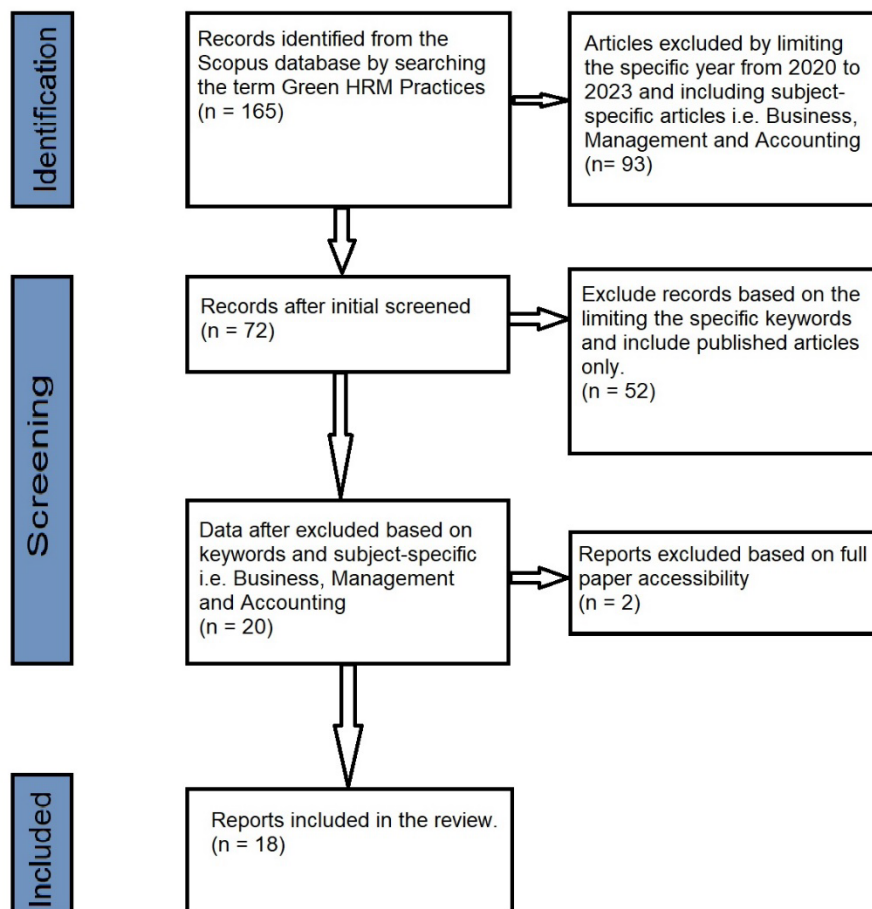
Ensuring the study's relevance and accessing appropriate articles required adherence to the search strategy and inclusion/exclusion criteria. The largest peer-reviewed literature database is Scopus. It offers a user-friendly interface for searching for publications using various criteria, including the year of publication, the type of document, keywords, language, source type, source title, and topic area. Since a thorough Scopus search guarantees full coverage of the literature,

## Inclusion and Exclusion Criteria

Specific inclusion criteria throughout the systematic literature review were used to select research published in English from Scopus-indexed journals between 2020 and 2023. Accounting and business management subject-specific articles were used to analyze the impact of Green HRM practices on both individuals and organizations. A set of criteria was used to eliminate publications released before 2020. Strict criteria were employed regularly to ensure that current and pertinent research publications were selected for the review.

## Review Protocols

Specific search criteria were employed in the systematic literature review to identify appropriate papers. The terms "Green HRM" and "Green HRM Practices" were significant. These keyword searches were carefully implemented to ensure comprehensive coverage of the relevant research coverage of the literature.



**Figure 1: Overview of Systematic Literature Review through PRISMA flowchart (Moher et al., 2010)**  
**Filling in the PRISMA flowchart**

## Identification

### *Step: 1. Records identified from database searching*

To complete the Prisma chart, print a systematic and utilize it as a guide to collect data. Scopus-indexed journal data was collected by searching the term “Green HRM Practices” to comprehend the data by incorporating a Prisma chart.

### *Step: 2. Records excluded by limiting the year and including specific subject article*

The next crucial step after database searches turn up records is to carefully exclude data by restricting the year to be between 2020 and 2023 and including subject-specific data, such as business, management, and accounting. Careful exclusion is required to gather more trustworthy and superior data for research.

## Screening

### *Step: 3. Records after initial screening*

The next stage, screening, involves gathering the articles from the Scopus database, excluding data by restricting the year and including articles on particular subjects. Ultimately, ensuring the data's quality and appropriateness is crucial to reinforcing the research.

### *Step: 4. Records excluded based on limiting the specific keywords and selecting published articles only*

The following step involves analyzing the data after obtaining it from the Scopus database and eliminating the records based on restricting the year and selecting subject-specific publications. Subsequently, selecting appropriate keywords and published publications that excluded conference papers and book chapters helps to further refine the results. This ensures that the data is consistent with the findings and facilitates our focus on the information directly related to our research.

### *Step: 5. Records after excluded based on specific keywords and including published articles only*

After screening and removing data, specific subjects and keywords were used to arrange the remaining data. To do this, the data must be arranged and presented so that it is simple to access and analyze.

### *Step: 6. Reports excluded based on full paper accessibility*

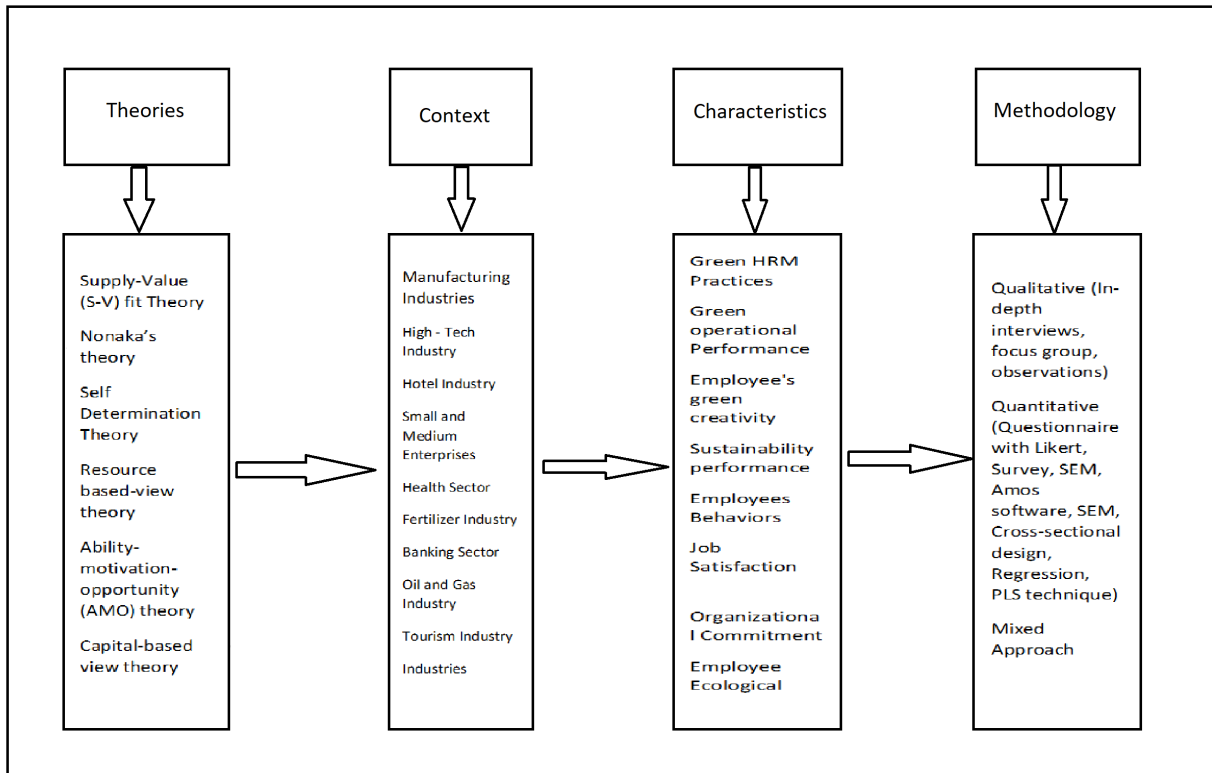
Ensuring that non-accessible material is excluded from the dataset is crucial before it is finalized. As this additional step ensures that the data we ultimately get is easily accessible and relevant to the topic, it should facilitate and increase the overall research productivity.

### *Step: 7. Reports included in the review*

After all of the sorting, the chosen data must be brought for review. This means incorporating the selected data, considering the article's overall accessibility, and selecting subject-specific articles. Thus, the systematic review had 18 papers in total.

## 3. FINDINGS

In this section, the key findings from the systematic literature review of 18 Scopus-indexed studies are summarized and presented graphically. To understand the role of Green HRM in organizations, the study incorporate the TCCM framework Grover et al. (2022), which arranged the findings of a systematic literature review according to components, i.e. theory, context, characteristics, and methodology. This framework provides an organized analysis of Green HRM's role in organizations and facilitates the efficient summary of the findings. This approach provides a better comprehension of how Green HRM functions in businesses. by organizing the literature in this way. To understand the justification behind these practices, the theoretical dimensions aid in identifying the underlying theories that strengthen Green HRM activities. Through a contextual analysis, we analyze the organizational and environmental frameworks used by Green HRM. The characteristic dimension provides a comprehensive understanding of Green HRM practices' particular characteristics and aspects. Lastly, the methodological analysis ensures a thorough literature assessment by illuminating the research designs, data collection strategies, and analytical approaches employed in the studies.



**Figure 2. Grover et al. (2022)**

The research has been conducted in various industries, including manufacturing, high technology, hotels, small and medium enterprises, the health sector, the fertilizer industry, the banking sector, the oil and gas industry, and the tourism sector. The study has been conducted with the assistance of various theoretical approaches, such as supply-value (S-V) fit theory, Nonaka's theory, self-determination theory, resource-based view theory, ability-motivation-opportunity (AMO) theory, and capital-based view theory. The papers under assessment address several aspects of employee behaviour, including job satisfaction, organizational commitment, ecological behaviour, employee creativity, sustainability performance, and the function of eco-friendly HRM techniques. Among all the study, quantitative research approaches were employed to evaluate data using various quantitative data. Common quantitative techniques include regressions, surveys, questionnaires, AMO, SEM, PLS, and cross-sectional designs. Studies have also used qualitative research techniques, like surveys, in-depth interviews, and observations, to better understand their research subjects. Additionally, some studies included quantitative and qualitative methods in their mixed methods research design.

#### 4. CONCLUSIONS

The study explores the fact that implementing the green business concept demands complete commitment, which is necessary for the use of Green HRM, by internalizing green values into all aspects of HRM function. Green work outcomes like heightened environmental commitment, pro-environmental behaviour, and green individual values, as well as non-green work outcomes like job satisfaction, employee loyalty, sense of ownership, and improved job performance, are examples of how the benefits show up at the individual level as shown in Table 1. Implementing green business and human resource management (HRM) has several advantages at the organizational level. These include fostering an eco-friendly work environment and organizational culture, improving resource efficiency, cutting down on wasteful spending, establishing a positive company image, and improving the economic performance and eco-performance of the organization.



**Table 1. The Green HRM benefits for individuals**

|                      |  |
|----------------------|--|
| Feeling of Ownership | Workers were pleased to be employed by an organization that had received multiple environmental awards.  |
| Job Satisfaction     | Implementing Green HRM could positively impact job performance by augmenting employee well-being, elevating job satisfaction and loyalty, and cultivates a feeling of pride and inclusion inside the company |
| Well being           | The organization was able to improve employee well-being through increased operational efficiency.   |

**Table 2. The Green HRM benefits for organizations**

|                           |  |
|---------------------------|--|
| GreenOrganization Culture | The organization's work environment and culture have become more environmentally friendly as a result of the adoption of green HRM practices.  |
| Resource Efficiency       | The business may have lowered operational expenses by increasing resource efficiency through the adoption of the eco-green solution movement   |
| Environmental Performance | Implementing Green HRM can enhance an organization's competitive advantage, economic and environmental performance, and ultimately aid in its attainment of organizational sustainability. |

This review aims to analyze the role of green HRM practices with the help of a systematic literature review by incorporating the PRISMA framework to screen a total of 18 Scopus-indexed papers. The data was summarized and presented visually using the TCCM framework created by (Grover et al. 2022). According to the findings, implementing Green HRM has benefits for individuals as well as organizations. This study also highlights several shortcomings or limitations in the systematic literature review process, recommending more empirical and longitudinal research.

## CONFLICT OF INTERESTS

None

## ACKNOWLEDGMENTS

None

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