



GREEN HUMAN RESOURCE MANAGEMENT: IMPLICATION TOWARD ENVIRONMENTAL PERFORMANCE IN DEVELOPING COUNTRIES

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ABSTRACT

The objective of this study is to explore the influence of green Human Resource Management (HRM) on environmental performance by using a narrative literature review. This study promotes practice of green HRM as a critical approach in determining the success of environmental performance. However, there is limited study investigating the relationship between green HRM and environmental performance in the context of developing countries. Besides, there is somewhat mixed results regarding important or essential elements of green HRM. This study considers that identifying essential components or elements of green HRM practices is very important to accelerate environmental performance. Studies of green HRM provide convincing evidence on the significant effect of green HRM in enhancing environmental performance. Practice of green HRM can improve environmental performance. This study contributes to extending literature on the relationship of green HRM toward environmental performance in developing countries by developing essential elements or key factors of green HRM practices for the success of environmental performance: green recruitment and green selection, green training, green performance, and green reward.

JEL Classification: M14, M54

Key words: Green human resource management, Practice of green HRM, Environmental performance

1. INTRODUCTION

Preservation and protection of the natural environment have become a global concern and crucial issue in the last few decades that stimulate application of environmentally responsible organizational management (Ouyang et al., 2019; Singjai, Winata and Kummer, 2018; Melnyk, Sroufe and Calantone, 2003). Current phenomenon shows that it is increasingly important for an organization to enhance environmental awareness. Organizations are facing pressure to be greener and consumers expect them to reduce natural energy consumption and also reduce the negative impact on society and the natural environment (Yusliza, Othman and Jabbour, 2017; Chen, 2011; Chiou et al., 2011). In other words, becoming greener will lead organization to high commitment to the natural environment by establishing environmentally friendly activities. It is possible for the organization to have a better environmental reputation by applying environmental performance (Konar and Cohen, 2001). In practice, organizations may expect some benefit from environmental performance. This concept is not only to fulfill responsibility to society and the environment, yet absolutely needed for organizational sustainability. Most companies such as those in industry have made efforts to eliminate waste from the production and disposal of products so that these efforts improve their environmental performance (Melynk et al., 2003). As a result, improving environmental performance is key to organizational social responsibility (Al-Minhas, Ndubisi and Barrane, 2020) and also organizational sustainability (Aragón-Correa and Sharma, 2003).

In addressing environmental performance issues, promoting green organization is an approach for sustainable human resource management (HRM) that confirmed sustainable development of organization can be achieved by adopting new ecological techniques by using the human capital of an organization and innovative strategies (Chams and García-Blandón, 2019). Implementing green HRM can ensure the success of environmental performance of organization that has an important role in developing organizational sustainability (Pham et al., 2020). The existence of manufacturing and business certainly harms the environment; it arises from the non-green human behavior toward environmental degeneration. Thus, values, beliefs, attitudes, and behavior of humans as a resource for sustainable development objectives of organization become a serious question. Green HRM is a crucial approach of organization because human resource plays a key role in the success of organization

implementing “green” (Hameed et al., 2020). Thus, green HRM can make businesses more sustainable. Organizations can reduce environmental impacts to respond to environmental degradation by implementing green initiatives through human resources (Yong, Yusliza and Fawehinmi, 2019; Chams and García-Blandón, 2019; Renwick, Redman, and Maguire, 2013).

Green HRM and environment attracted much attention from scholars and practitioners around the world in recent years (Yong et al., 2019). Some findings (e.g. Khan, Saufi, and Rasli, 2019; Yusliza et al., 2017; Harvey, Williams and Probert, 2013; Daily, Bishop, and Steiner, 2007) identified green HRM working directly to reduce environmental degeneration to boost environmental performance. Current literature on environmental performance appreciates efforts to achieve environmental sustainability objectives and suggests organizations to apply appropriate HRM practices. To attain this objective, great efforts have been made to identify what drives employees to participate in pro-environment behavior in helping organizations become greener (Paillé et al., 2013). Hence, research on green HRM has been a current research trend (Chams and García-Blandón, 2019; Yusoff et al., 2018).

Indeed, human factors and environmental factors are closely linked. The relationship between these factors is related to human resources and environmental conservation. This concept requires a holistic concept and approach. It is necessary to research the relationship and interaction of human resources and environment to understand implementation of these factors (Al-Minhas et al., 2020). Specifically, there is still lack of study investigating research impact of green HRM on environmental performance in developing countries as these countries have a unique situation (Mousa and Othman, 2020). According to Khan et al. (2019), scenario of green HRM in developing countries is facing the issue of poor environmental laws and compliance. Further research is needed as environmental strategies applied in developing countries might differ from those in developed countries (Singjai et al., 2018).

Furthermore, findings regarding the importance of various aspects of green HRM and how they affect business sustainability are somewhat mixed (Al-Minhas et al., 2020). There is still uncertainty related to how organizations can effectively identify which practice of green HRM are needed to enhance environmental performance. Thus, the impact of human resource policies to promote performance for environment is still unclear (Siyambalapitiya, Zhang and Liu, 2018). Identifying green HRM practices is very important to

accelerate the contribution of environmental performance (Yusoff et al., 2018). Extensive research is needed to understand how green HRM practices support improved environmental performance (Kim et al., 2019; Leidner, Baden, and Ashleigh, 2019; Siyambalapitiya et al., 2018). Main debate in the literature focuses on practice of green HRM and the necessity to build a clear conceptualization for environmental performance (Cham and García-Blandón, 2019). Therefore, this study intends to explore the impact of green HRM on environmental performance by exploring how the concept and approach of green HRM practice influence environmental performance of organizations in developing countries. It also identifies essential components of practice of green HRM by adopting a narrative literature review.

2. CONCEPTUALIZATION OF GREEN HUMAN RESOURCE MANAGEMENT

Green human resource management (GHRM) refers to the incorporation of elements of green management toward job design, staffing, training and development, motivation, and also maintenance functions of human resources to increase employee pro-environment behavior, meet employee expectations and achieve organizational objectives (Shah, 2019). Green HRM concerns people as a human resource and environmental management goals of the organization (Jabbour and Renwick, 2018). It is crucial to focus on improving availability of green human capital as an organizational resource (Bag and Gupta, 2019). Thus, organizations must accommodate explicit structures in order to manage resources using appropriate tools and processes that can avoid undesired outcomes that will endanger the environment and also carry out monitoring systems to evaluate organizational sustainability practices (Chams and García-Blandón, 2019).

Experts suggested that the concept of strategic HRM can be applied to corporate social responsibility (CSR) and environmental conservation (Kim et al., 2019). As mentioned by Wagner (2013), when looking at the important elements of green HRM, it can be defined that green HRM is part of sustainable HRM related to environmental sustainability. Therefore, green HRM is a subset of sustainable human resource management that also handles corporate social responsibility issues. Organization policies in green HRM are needed to encourage individual participation to instill corporate social responsibility in organizations. Thus, it is very important to

use green HRM policy to utilize employee experience of corporate social responsibility (Leidner et al., 2019). Organizations must empower employees to support green HRM practices so that they will provide commitment, feedback, and contribution to environmental issues by prioritizing environmental aspects in every job (Yusliza et al., 2017).

3. PRACTICE OF GREEN HUMAN RESOURCE MANAGEMENT

Green HRM research is gaining intensified attention. However, focus areas for determining essential aspects or components of green HRM practice vary greatly. As stated by Al-Minhas et al. (2020), the findings of the literature on various aspects of green HRM were somewhat mixed. Therefore, developing a holistic concept toward the body of green HRM becomes very important. At present, literature is lacking that discusses and analyzes the body of Green HRM (Yong et al., 2019). Specifically, this study attempts to identify the body of green HRM by referring to the literature or findings in some developing countries such as Malaysia, Thailand, Sri Lanka, Vietnam, Pakistan, and Palestine.

Yusliza et al. (2017) showed evidence that green HRM can be practiced by adopting green analysis and description of job position, green performance assessment, green recruitment, green rewards, green selection, and green training. Cheema and Javed (2017) found that three components or aspects of green HRM practice are selection and recruitment, rewards and pay system, and performance and appraisal, while Yusoff et al. (2018) revealed that green HRM is the implementation of policies, philosophies, and practices of green recruitment and selection, green training and development, green performance appraisal, and green compensation. Further, a study by Zaid, Jaaron, and Bon (2018) confirmed that green HRM bundle is a set of human resource practices focusing on performance through green hiring, green training, and involvement and green performance management and compensation. Siyambalapitiya et al. (2018) described green HRM as a function of green recruitment, green selection, green training and development, green compensation and rewards, green performance evaluation, green relations and collective bargaining, and green grievance handling.

Current study by Mousa and Othman (2020) showed that practice of green HRM can be applied by involving green hiring,

green training and involvement, and green performance management and compensation. At the same time, Anwar et al. (2020) found evidence that green HRM can be practiced by using green competence building practices, green motivation enhancing practices and green employee involvement practice. Study by Hameed et al. (2020) clarified that the component of practice of green HRM included development of employee's green ability by training, employee motivation to green performance management, and providing green opportunity by employee involvement. Moreover, Pham et al. (2020) exhibited that training and employee involvement are the most important tools in stimulating employee commitment to environmental performance.

Drawing on findings of these different studies, this study considers practice of green HRM in developing countries presents a major sub-set in environmental activities i.e. green recruitment and green selection, green training, green performance, and green reward. Green Recruitment and Green Selection: it will be obtained by selecting employees who have social responsibility or work not only to increase profits. Green Training: this practice can be applied through environmental learning efforts and developing knowledge, skills, and competencies promoting environmentally social attitudes and eco-friendly behavior and attitude. Green Performance: where employees are appraised and rewarded through their ethical stand or involvement and participation in organizational civic activities (Chams and García-Blandón, 2019). Indeed, practice of GHRM results in significant effect on organizations. According to Jabbour and Renwick (2018), practice of green human resource is important to promote development of greener product, support responses of corporations to climate change, help organizations in implementing and establishing environment management systems, motivate green leaders in inspiring employees to maintain and achieve new sustainability and eco-innovation, besides improving the organization's environmental performance. Green Reward: organizations developing reward systems are to provide incentives for environmental management. Therefore, organizations must focus on reward practices that have a significant effect on employee willingness to produce eco-initiatives (Renwick et al., 2013).

In terms of green recruitment and selection, pro-environment organizations also recruit employees who are willing to be involved in environmental management activities. Thus, green agenda has an impact on the criteria for hiring new employees (Renwick et al., 2013). Organizations will be able to strengthen green initiatives by

attracting and selecting employees who already care about the environment rather than turning existing employees into those who care about it (Siyambalapitiya et al., 2018). To verify the green competition of the individual, the recruiter can ask questions about environmental issues with the aim of exploring the green competencies of candidates (Pham and Paillé, 2019). Results of assessment process and also the evaluation will provide an environmental signal that will guide selection decisions. This process identifies a personal attribute of candidate to environmental competence. Recruiters can also determine a candidate's level of awareness of environmental problems in society and provide an overview of environmental behavior that is in line with job descriptions (Adjei-Bamfo et al., 2019).

Specifically, green training presents knowledge management which is certainly helpful for environmental knowledge with environmental behavior that is providing the ability to solve environmental problems (Anwar et al., 2020). Organizations that promote new and real green management practices regularly conduct environmental management training. Developing a pro-environmental workplace needs an integrated training program related to performance evaluation and management (Shah, 2019). Providing training on environmental issues helps in implementing environmental management policies in the organization. Training will help develop sensitivity and reorientation of management and human resource managers to show environmentally responsible behavior (Adjei-Bamfo et al., 2019). In staff development for environment management it is evident that widespread use of training in environmental management is an effort considered appropriate for developing an environmental knowledge base and to nurture environmentally conscious managers and leaders of the future (Renwick et al., 2013).

Further, green performance focuses on topics such as incidents in the environment, use of environmental responsibility, and communication of environmental problems and policies (Renwick et al., 2013). Through performance appraisals based on the environment, employees will get a performance evaluation that is integrated with environmental criteria. They will get a good performance appraisal when they can handle ecological problems satisfactorily that can improve the organization's environmental performance (Siyambalapitiya et al., 2018). Then, employees can improve the environment through good environmental management practices by using negative reinforcement such as criticism and

warning, and suspension (Renwick et al., 2013). Finally, green reward, when the organization provides support to employees by giving them clear guidance on environmental actions; this will direct employee involvement in these environmental activities. Research by Anwar et al. (2020) found evidence that employees are more motivated by environmental initiatives when they are offered rewards for doing so.

Overall, green HRM functions to accommodate both individual and organizational objectives. Outcomes at the individual level are involvement, commitment, engagement, and employee retention. At the organization level, it contributes to economic and financial reputation, and also its attractiveness (Cham and García-Blandón, 2019). The relevance of green HRM is important and cannot be ignored. Policymakers and top managers must approach it holistically and commit to making this practice work efficiently for progress of humanity and nature (Yong et al., 2019). The green HRM function must continue to support one another so that green HRM practices can help organizations succeed in economic and ecological fields by implementing sustainable green HRM practices (Siyambalapitiya et al., 2018). Considering the significant effect of dimensions of green HRM, strategies must be developed for facilitating successful green HRM practice. Yong et al. (2019) suggested that top management must implement green HRM practices based on contextual situations. Implementation of green HRM must be flexible concerning contextual factors such as organizational size and functional and operational roles. Thus, organizations need an approach enabling them to tackle unexpected issues in environmental responsibility.

4. GREEN HUMAN RESOURCE MANAGEMENT AND ENVIRONMENTAL PERFORMANCE

Nowadays, many organizations put significant pressure on the environment. It is time for organizations to transition and go green and set the target on reducing negative impact on the environment. Some researchers provide suggestions for improving the relationship between green HRM and environmental performance. For the success of green transition, human resource or employees are strategic resources as a key in achieving environmental targets (Siyambalapitiya et al., 2018). As stated by Russo and Fouts (1997), environmental performance requires fundamental changes in human resources. It demands organizational ability to manage human

resource appropriately. Thus, it is not surprising when several studies indicated that green HRM drives organizations to superior environmental performance. Content of green HRM plays an important role in improving organizational environmental objectives. This process anticipates and provides for the movement of people into, inside and outside the organization in achieving organizational environmental performance targets (Siyambalapitiya et al., 2018).

Many studies have proven that green HRM is very important in determining the success of environmental performance (e.g., Paillé, Patrick and Renwick, 2020; Pham and Paillé, 2019; Harvey et al., 2013; Paillé et al., 2013; Chiou et al., 2011; Daily et al. 2007). Each dimension or function of green HRM has advantages to improve environmental performance. Thus, functions of HRM go hand in hand in improving organizational environmental performance (Siyambalapitiya et al., 2018).

This study found a lack of research examining the impact of green HRM on environmental performance in developing countries. However, existing studies show that practice of green HRM has a positive impact on organizational environmental performance in these countries. Yusoff et al. (2018) revealed that green HRM enhances environmental performance of the hotel industry in Malaysia. Practice of green HRM by implementing elements or key factors (i.e., green recruitment and selection, green training and development, green performance appraisal, and green compensation) improves the organization's environmental performance. With intense competition, organizations need to change direction and reconfigure strategically for success in applying environmental performance by embracing green human resource management. Further, Siyambalapitiya et al. (2018) conducted a study on the tourism industry (hotels) in Sri Lanka. The study also revealed the relationship between dimension of green HRM practice and environmental performance through green recruitment, green selection, green training and development, green compensation and rewards, green performance evaluation, green relations and collective bargaining, green grievances handling.

Similarly, Anwar et al. (2020) found that practice of green HRM can positively influence environmental performance of universities in Malaysia by implementing green competence building practices, green motivation enhancing practices, and green employee involvement practice. Zaid et al. (2018) found evidence that green HRM practices i.e. green hiring, green training and involvement and green performance management and compensation have a positive

effect on the sustainable environmental performance of manufacturing companies in Palestine. Pham et al. (2020) revealed that green HRM has an important role in environmental performance of hotels in Vietnam. Another study by Kim et al. (2019) also found that green HRM has a positive impact on environmental performance of hotels in Thailand. Implementing practice of green HRM such as training and employee involvement will enhance employee commitment to environmental performance. Mousa and Othman (2020) in Palestine Healthcare found that green HRM has a significant effect on the sustainable performance of environment by applying practice for green hiring, green training and involvement, and green performance management and compensation. Implementing specific strategy of green HRM to enhance environmental performance is done by applying environmental training and educational programs that focus on boosting employees to be proud as a part of a green organization, thereby increasing their commitment and enabling them to engage in eco-friendly behavior. Further, the organization can also consider providing employee participation in environmentally friendly practices through non-monetary awards.

Generally, the researchers emphasize the magnitude impact of green training as a function of green HRM in improving environmental performance. Siyambalapatiya et al. (2018) and Yusoff et al. (2018) found that green training and development is the most important function of green HRM. A recent study by Paillé et al. (2020) revealed that training is the best green practice in HRM because it can predict environmental performance. In addition, organization support for the environment only increases the effect on individual environmental performance when employees are highly satisfied with their engagement in the environment.

In practice, to boost the practice for establishing employee green motivation, all relevant departments are required to increase their engagement in and responsibility for the environment. Therefore, comprehensive employee participation in green training and green employee involvement is needed simultaneously in successful environmental management. The training program will assist employees in effectively solving environmental problems in the organization. This training program provides an understanding of why and how to reduce, replace, or recycle waste to strengthen environmental performance. This performance will increase rapidly when opportunities are created for employees to utilize their

knowledge of the environment, their skills, and awareness of the environment in their daily activities (Pham et al., 2020).

In contrast, some unusual research findings emerged. Recent study by Mousa and Othman (2020) proved that in managing green performance, compensation had the lowest implementation among other dimensions of green HRM. The finding identified that compensation is not widely applied in supporting a pro-environment employee culture. Organizations focus more on aspects related to production and service. The aspect of reward or appreciation is not widely used for promoting environmental behavior. The insufficient utilization of reward or compensation was because the staff members are supported by various reasons that have no relationship with environmental objectives. Therefore, it is important for organization to implement green HRM on environmental performance by considering both employee and organization interest. Comprehensive studies are needed on how green HRM through practice of HRM can influence environmental performance.

5. METHODOLOGY

This article focused on the impact of green HRM and environmental performance in developing countries. Specifically, this article concentrates on relevant research or study reports that come from these countries. The study was conducted by using a narrative literature review with the aim to build theory by referring to a comprehensive narrative synthesis (Green, Johnson and Adams 2006). This study has found evidence based on the result of review that green HRM has a positive impact on organizational environmental performance in developing countries. Also, it was revealed that green HRM can be adopted in supporting organizational environmental performance through green recruitment and green selection, green training, green performance, and green rewards. Also, it was revealed that green recruitment and green selection, green training, green performance, and green reward are key elements of green HRM that support organization in enhancing environmental performance.

6. CONCLUSION AND IMPLICATION

Green HRM is the main practice to be prioritized in an organizations. Many studies reveal that green HRM practice benefits environmental performance. For success in achieving environmental performance,

green HRM must be performed appropriately. This article has reviewed findings from studies on approaches applied by organizations to achieve environmental performance through green HRM practices. Based on the result of review, this article suggests organizations establish the concept of green HRM by applying an approach through elements such as green recruitment, green training, green performance, and green reward in tackling environmental issues. Practice of green HRM through these components support each other systematically in accelerating achievement of environmental performance. These elements have a profound effect on successful organizational environmental performance.

This study provides significant knowledge for scholars and practitioners in exploring the impact of green HRM practice toward environmental performance in developing countries. This study guides to the essential practice of green HRM so that the antecedents, outcomes, and obstacles arising from activities of green HRM can be identified to anticipate unexpected issues of environmental performance. The most important aspects to consider are the functions of green HRM. For the best outcome, these functions have to accommodate the interest of individuals and organization factors (i.e., organizational size, function, and operational roles).

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