



GREEN HUMAN RESOURCE MANAGEMENT: A REVIEW

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Abstract

This review aims to explore organizations' green human resource management practices based on existing literature. Within this emerging field, it has generally been observed that the existing literature should be expanded further from the perspective of the Human Resource Management (HRM) function. The databases used are Google Scholar and Mendeley, limited to publications from 2015-2020. This review used 3 articles that fit the inclusion criteria. The results showed that environmental knowledge fully mediates the relationship between green HRM and EGB. What we need to criticize is that empirical evidence shows that the lack of efforts to implement GHRM, especially in the industrial sector, is proven to be still high levels of water pollution based on information from the Ministry of Environment and Forestry (KLHK) said that the water quality index in 2022 received a score of 53.88. This score increased from the previous year, which received a score of 52.82. Even so, the achievement of the value in 2022 has not met the target value of the water quality index, which is 55.03. and 2.5-micron particle air pollution, otherwise known as PM 2.5 in Indonesia in 2022, is reported to be the 26th worst globally.

Keywords: Human Resource Management, Green HRM

INTRODUCTION

A significant number of businesses around the world are now employing environmentally responsible methods of managing their human resources. Exploring and synthesizing these green HRM practices that are being practised and will be practised by businesses and other organizations will make a significant contribution to the field of HRM academically and practically. Green HRM is a research field that emerged in organizational studies after the 1990s. As a result, the primary objective of this article is to investigate green human resource management practices in the context of previous theoretical and empirical research work carried out in this area by academics. As a result, since there is already a body of literature (both theoretical and empirical), this review aims to investigate and document the green human resource management practices that various organizations have implemented.

First, this review discusses the meaning and interpretation of green HRM. According to Renwick et al. (2008), integrating corporate environmental management into human resource management is called green HRM. They also stated that the human resource aspect of environmental management is green human resources. These scholars broadly establish that leading policies in recruitment, performance management and appraisal, training and development, labour relations and salary and rewards are powerful tools for aligning employees with an organization's environmental strategy. According to Jabbour et al. (2010), "greening" the functional dimensions of human resource management, such as job description and analysis, recruitment, selection, training, performance

appraisal and rewards, are defined as green HRM. In 2011, Jabbour re-defined green HRM as "the degree of greening of human resource management practices" in terms of HRM's functional and competitive dimensions. Green HRM is "all activities involved in the development, implementation and continuous maintenance of systems aimed at making employees of an organization green. This is the side of HRM that deals with converting normal employees into green employees so as to achieve the environmental goals of the organization and ultimately make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make employees of an organization green for the benefit of individuals, society, the natural environment, and business" (Opatha, 2013; Opatha and Anton Arulrajah, 2014). As far as the above definition is concerned, the latest definition provides meaning and a comprehensive understanding of what green HRM is in an organizational setting.

Although GHRM practices do not fully work well for some industrial behaviours in Indonesia, empirical facts show the lack of efforts to implement GHRM; it is proven that there are still high water and air pollution levels in Indonesia. It is also supported by the lack of application of the GHRM concept, especially in industries such as recycling, Recovery, Reduce, Reuse, Refine, and Retrieve energy. Recycling reuses materials or waste with the same system. Recovery means the use of special materials from waste to be processed for other purposes. Reducing means reducing the amount of waste by maximizing the use of materials. Reuse is reusing some materials that are not used or have been in the form of waste and processed in different ways. Refining means using environmentally friendly materials and a safer system than previous technology, and Retrieve Energy saves power in one production system (Rantao 2012).

LITERATURE REVIEW

Most of the existing literature discusses green HRM at the organizational level (i.e., Guerci et al., 2016; Jabbour et al., 2019; Jabbour and de Sousa Jabbour, 2016; Renwick et al., 2016), a growing body of research is being focused on green behaviours and attitudes at the individual level (Pham, Tučková and Phan, 2019; Ren et al., 2018; Renwick et al., 2016). Green HRM is essential to achieve sustainable environmental performance and competitive advantage by aligning employee behaviour with the organization's strategic objectives. The employee aspect is critical to environmental performance because organizations must overcome significant hurdles to implement change involving all employees (Ren et al., 2018).

Tang et al. (2017) define green HRM as HRM practices that promote environmentally friendly use of resources, strengthen the organization's environmental performance, increase staff awareness, and demonstrate commitment to environmental management issues. Green HRM practices are also called HRM practices that promote environmental awareness among staff and correct their behaviour to create eco-friendly attitudes in their personal and work lives (Saeed et al., 2019). Management

practices that encourage employees to engage in green workplace behaviours are called green HRM (Renwick et al., 2013).

Tang et al. (2017) argues that green HRM may be related to high commitment, high performance, and strategic HRM. However, green HRM is unique based on the fact that green HRM considers environmental conservation and its impact on an organization. Furthermore, green HRM has beneficial effects on external stakeholders, enhancing the organization's reputation and ensuring the achievement of the organization's strategic objectives and the full commitment of employees. Green HRM can stimulate employee commitment and participation in environmental practices, increasing their sense of identity and pride and motivating them to work harder (Tang et al., 2017). Therefore, it improves the organization's performance, builds a good reputation, and reduces stakeholder pressure. States that HRM should be ethical and strategic by stimulating and supporting the development of capabilities and skills, consequently achieving the organization's environmental sustainability goals. Next, Ren et al. (2018) build on existing literature by looking into the micro-level processes that shape employee behaviour based on green, employee-centred HRM practices. The green HRM concept is defined as an aspect of EMS HRM (Jabbour and de Sousa Jabbour, 2016; Renwick et al., 2013), which operates to encourage changes in employee attitudes and behaviour to support EMS, hence, improve the performance of the organizational environment (Ren et al., 2018).

There are five green HRM practices, namely green recruitment and selection (GRS), green training (GT), green performance management (GPM), green pay and reward (GPR) and green engagement and participation (GIP) (Tang et al., 2017). Research has shown the importance of green HRM bundles in ensuring the influence of green HRM on employee performance (Renwick et al., 2013). It is because green HRM practices reinforce each other. For example, although GT is the most important practice in green HRM to ensure that an employee performs accordingly, the argument has been made that GT does not always result in successful employee performance (Perron et al., 2006). Jackson et al. (2011) suggest that the lack of an effective GT effect may be due to the absence of employee readiness, needs analysis and employee cynicism. Therefore, GRS helping to select employees who are ready to be trained is important. In contrast, GPM helps ensure employees' GT needs, GRW motivates employees to perform EGB, and GIP ensures employee involvement in the process (Ren et al., 2018).

Green Human Resource Management (GHRM) is an innovative approach to HR performance and functions in an organization where the environmental context is the basis of all initiatives undertaken. Green Human Resource Management (GRHM) involves all activities in developing, implementing and maintaining sustainable systems aimed at making the organization's employees environmentally friendly (Owino & Kwasira, 2016). Another definition is presented by (Opatha & Arulrajah, 2014). Green Human Resource Management refers to policies, practices, and systems that make organizational employees green to benefit individuals, society, the natural environment, and business. Ridhi Sharma (2015) defines GHRM as the implementation of HRM practices to promote

sustainable use of resources, which prioritizes environmental preservation in general, which will increase employee awareness and commitment to environmental management issues in particular (Deshwal, 2015) views Green Human Resource Management as an organizational strategy to increase employee environmental awareness. The idea of Green Human Resource Management is related to the function of Human Resource Management as the main driver in an organization to take green initiatives (Bhutto & Aurazeb, 2016; Charbel José Chiappetta Jabbour & de Sousa Jabbour, 2016; Mandip, 2012). It is also concerned with creating green human resource ventures that result in greater efficiency, lower costs, and better employee engagement and retention, which, in turn, helps organizations reduce the carbon impact of employees through the likes of electronic document storage, vehicle sharing, division of labour, teleconference and virtual interviews, recycling, telecommuting, online training, energy-efficient office space (Deepika & Karpagam, 2016; Pandey, Viswanathan, & Kamboj, 2016; Sheopuri & Sheopuri, 2015). It means implementing Human Resources policies to promote sustainable use of the company's resources and ecology (Mampra, 2013; Zoogah, 2011). GHRM is a key tool for the implementation of sustainable development (Bangwal & Tiwari, 2015; Gholami, Rezaei, Saman, Sharif, & Zakuan, 2016; Renwick, Redman, & Maguire, 2013; Urbaniak, 2017). GHRM has supported a paradigmatic understanding of the 'triple bottom-line concept; that is, GHRM involves practices that are aligned with the three pillars of environmental, social, and economic sustainability (Yusoff, Ramayah, & Othman, 2015) and bring benefits to the organization in the long run (Wagner, 2013). GHRM forms part of a broader corporate social responsibility program (Sathyapriya, Kanimozhi, & Adhilakshmi, 2013). In this case, HR managers are expected to be able to create awareness of employees working for the organization on improving the performance of the organization's environment through human behaviour (Shaikh, 2010).

METHOD

The first step of this literature review is to select topics and keywords to search for appropriate journals. Google Scholar and Mendeley articles published between 2015 - 2020 are consulted. This literature review drew from a selection of 3 appropriate articles.

Findings

The selected articles are quantitative studies with cross-sectional research designs. The studies used the Utrecht Work Engagement Scale (UWES) developed by Schaufeli.

A literature review to explore green human resource management practices.

The summary of the study is shown in Table 1.

Table 1. Summary of 3 Articles

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
(Arulrajah et al., 2015)	This review aims to explore organizations' green human resource management practices based on existing literature.	Renwick & Douglas W S	A cross-Sectional Study		The findings of the review have identified and highlighted several green HRM practices under 12 HRM functions, such as job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, discipline management, health and safety management and employee relations.
(Fawehinmi et al., 2020)	Studies have highlighted concerns about the role of knowledge	Renwick & Douglas W S	A cross-Sectional Study		Research findings suggest that green HRM influences EGB by fully mediating

	creation between human resource management practices and employee behaviour. This paper aims to examine the impact of green human resource management (green HRM) on employees' green behaviour (EGB) through the mediation of environmental knowledge of lecturers at public research universities in Malaysia.				environmental knowledge. These findings provide theoretical implications regarding theories of ability, motivation and opportunity.
(Pham et al., 2020)	Green human resource management (GHRM), a current research trend, plays an important role in an organization's sustainable development strategy. However, there	Renwick & Douglas W S	A cross-Sectional Study	First, the work reviewed 74 articles, including 61 research/empirical articles and 13 review articles, related to the GHRM field of the Scopus and Web of Science databases.	Analysis of the relevant literature is presented in the following main sections: an overview describing existing findings related to GHRM codes and classifications; a description emphasizing

	are still research gaps in the systematization and integration of available GHRM-related knowledge to suggest detailed future directions. Thus, this paper aims to conduct a systematic literature review on GHRM aimed at proposing gaps and a detailed research agenda for future studies.				research gaps and proposing in detail 16 recommendations; and GHRM-focused research frameworks for future research agendas.
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RESULT AND DISCUSSION

Study Results (Arulrajah et al., 2015) By the literature review, it can be concluded that incorporating green HR practices can lead to improved environmental performance in organizations. Implementing green HR practices such as setting green targets, building environmental management information systems, incorporating company-wide environmental performance standards, and integrating green criteria in assessments can help organizations achieve their environmental goals. In addition, rewarding good environmental performance, establishing penalties for noncompliance, and developing progressive disciplinary systems can also encourage employees to engage in environmentally responsible behaviour. Organizations must prioritize implementing green HR practices in all HR functions to shape and reshape the performance, behaviour, attitudes, and competencies of environmentally friendly human resources. It can lead to a more sustainable approach to environmental management and help organizations achieve their environmental goals more effectively and efficiently. Overall, a literature review shows that green HR practices can play an important role in improving environmental performance in organizations. However, organizations

need to implement these practices in a comprehensive and integrated manner to achieve the desired results.

Results of Study (Fawehinmi et al., 2020) This paper studies the role of green HRM in influencing the green behaviour of lecturers' employees (EGB) through their environmental knowledge. The results showed that environmental knowledge fully mediated the relationship between green HRM and employee behaviour (EGB). Effective green HRM practices can shape lecturers' environmental knowledge, affecting their employees' green behaviour (EGB). Green employee behaviour (EGB) has been researched to support an organisation's environmental management systems (EMS). Therefore, this study shows how green HRM is crucial in successfully implementing an environmental management system (EMS).

The need to go green among organizations, especially HEIs, is crucial, and the role of green HRM in ensuring this is emphasized, especially in emerging economies such as Malaysia. HEI is a knowledge incubator for the economy and society. The influence of lecturers in HEIs in the community is very strong, helping to achieve the environmental sustainability needed to save ecosystems from impending disasters.

The study of green HRM in the context of individuals is still at an early stage, especially in Malaysia. Therefore, the study aims to inform different industry categories about the vital role of green HR and its benefits to organizations and the environment by promoting work-based eco-friendly behaviour.

Study Results (Pham et al., 2020) This review aims to identify research gaps, suggest recommendations and propose research frameworks for future studies to develop the GHRM field further. This paper reviews 74 GHRM-related publications found in the Scopus database and Web of Science, which have been classified and coded based on ten categories of national contexts, continents, research methods, industry/economic sectors, applied GHRM practices, the role of GHRM for employees, the role of GHRM for organizations, the role of the external environment, technology-based/Industry 4.0 perspectives and circular economy. The analysis results revealed 16 important recommendations and research frameworks for future investigations.

Several theoretical and practical implications are proposed based on the above features of the roadmap. This paper contributes to the existing literature on GHRM through a discussion of sustainability in the field of HRM and extends it to new aspects; for example, intellectual capital, circular economy, big data and Industry 4.0. This contribution was expressed by highlighting ten categories related to the application of GHRM and identifying the lack of current publications available to scholars in investigating these research gaps, which previous publications have not identified. The work also suggests detailed recommendations and proposes a research framework for further development on sustainability in HRM activities, aiming to bridge gaps in the existing GHRM literature. The brief recommendation recommends focusing on the following:

1. Investigation of GHRM integration, technology/Industry 4.0-based perspectives and circular economy in developing organizational sustainability;
2. GHRM application in Oceania and Africa and comparing results among different countries;
3. Application of qualitative approaches and mixed methods as well as case study/interview techniques in exploring GHRM practices applied in organizations;
4. Research investigating the differences and similarities in GHRM application between the manufacturing and service sectors;
5. Work exploring GHRM practices that have not yet been focused on; for example, green organizational learning, green health and safety, work-life balance, and the role of unions in EM;
6. Investigation of the relationship between GHRM practices and employee-related factors, such as green employee performance, green activities outside the organization and green human capital;
7. The relationship between GHRM practices and organization-related factors, such as green management maturity level, organizational reputation, green innovation, service quality/customer satisfaction, green intellectual capital; and
8. Further work studies the contribution of external environmental factors (e.g. laws and regulations, national cultural values) to applying GHRM.

RESEARCH IMPLICATIONS

Based on empirical studies, this review reveals GHRM practices, such as training and development, payment and reward systems, performance management, and recruitment and selection, as important factors for generating environmentally sustainable organizational development. Therefore, such green practices may allow green-oriented companies to implement them effectively. In addition, given that every organization, especially large companies, has faced pressures of the external environment: for example, customer expectations, laws and regulations, and national cultural values. Thus, the framework proposed in this study shows the important role of the external environment, seen as a critical direction for developing the competitive advantage of organizations. Finally, integrating new aspects (e.g. circular economy, technology-based perspectives and Industry 4.0) and GHRM policies are necessary to improve the effectiveness of an organization's sustainable development strategy. For example, Singh and El-Kassar (2019) state that integration between the three policy components of GHRM, Big Data and GSCM (understood as aspects of the circular economy) can enhance an organization's sustainable capabilities, leading to greater sustainable performance.

CONCLUSION

The review of the 3 journal articles above shows that green HR practices can play an important role in improving environmental performance in organizations. The results showed that environmental knowledge fully mediates the relationship between green HRM and EGB. The need to

be green among organizations, especially HEIs, is crucial, and the role of green HRM in ensuring this is emphasized, especially in an emerging economy such as Malaysia.

What we need to criticize is that empirical evidence shows that the lack of efforts to implement GHRM, especially in the industrial sector, is proven to be still high levels of water pollution based on information from the Ministry of Environment and Forestry (KLHK) said that the water quality index in 2022 received a score of 53.88. This score increased from the previous year, which received a score of 52.82. Even so, the achievement of the value in 2022 has not met the target value of the water quality index, which is 55.03. and 2.5-micron particle air pollution, otherwise known as PM 2.5 in Indonesia in 2022, is reported to be the 26th worst globally. That occurs in several regions in Indonesia.

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