

Green Human Resource Management Practices: A Conceptual Review

Samuel Bangura

fannysisi39@gmail.com

Durban University of Technology Durban, 4001 South Africa

Lucia Zithobile Ngidi

lucian1@dut.ac.za

Durban University of Technology, South Africa

Mercillene Perrene Mathews

mercillenem@dut.ac.za

Durban University of Technology, South Africa

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Abstract – In recent years, there has been a significant increase in global interest regarding environmental issues. This heightened awareness has placed additional expectations on businesses and industries to adopt and implement sustainable management practices with environmentally friendly products and practices. Today, there is a greater emphasis on conducting business in an environmentally responsible manner, reflecting a collective understanding that organisations play a vital role in society and must integrate sustainable practices into their operations. Green HRM has recently garnered significant interest from researchers and practitioners alike. Although the relevance of green HRM is evident across various dimensions, there remains a limited understanding of the topic, as the existing literature indicates that comprehensive guidelines for green HRM have yet to be established. This review utilises desktop research to provide insights into green HRM and its various practices and highlights the significance of this concept. Findings offer a practical implication postulating that organisations committed to implementing green HRM initiatives are likely to attract a broader customer base and gain increased support from stakeholders, while also ensuring compliance with legal and ethical standards. The theoretical implications of this study highlight the need for a more in-depth empirical investigation into the identified practices of green HRM, particularly concerning their effectiveness. Furthermore, from a practical standpoint, organisational management and business leaders need to implement green HRM initiatives. This approach is likely to attract a wider customer base, enhance stakeholder support, and ensure compliance with legal and ethical standards.

Keywords – Green HRM, Environmental Sustainability, Green Employees, Eco-friendliness

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1 Introduction

In recent years, there has been an increasing global awareness of environmental issues especially because of climate change, leading companies and organisations to implement sustainable practices such as green (HRM). In alignment with this perspective, the aim of this review is to enhance the understanding and significance of green (HRM) practices in organisations through the incorporation of diverse viewpoints. Bajaj (2022), states that green HRM has gained attention from both researchers and practitioners because of its critical role in addressing environmental challenges. Accordingly, Mandip (2012), suggest that green HRM scrutinises the role of the human resource (HR) department in fostering environmentally conscious practices, promoting resource efficiency, and championing sustainability therefore human resource (HR) professionals in the modern era must exhibit agility, innovation, and adaptability to keep pace with evolving trends and safeguard organisational viability and success. In today's business landscape, many organisations have embraced environmentally friendly practices, including the implementation of green HRM. Stojanoska (2016), states that green HRM is a growing important area of interest in organisational environmental sustainability research. Although the importance of green HRM is acknowledged, Yong, Yusliza, & Fawehinmi (2019), affirm that there has been a growing interest among scholars and professionals in the field of HRM towards incorporating environmentally friendly practices. However, there is still a notable gap in the comprehensive analysis of the implementation of green and environmentally conscious HRM strategies. Additionally, it is not entirely clear how the understanding of green HRM practices enhances existing knowledge in the field of contemporary human resource management. The main objective and significance of this review are based on the need to improve the understanding and importance of green HRM practices in organisations through the integration of diverse perspectives.

2 Literature Review

This section outlines the theoretical framework and reviewed literature on green HRM within organisations, as well as emphasizes the significance of implementing green HRM practices.

2.1 Theoretic Framework

This review is grounded in the AMO theory, which represents ability, motivation, and opportunity. This theory posits that employee performance is influenced by their abilities, motivation, and the opportunities available to them. Essentially, organisations are more likely to succeed when employees possess the necessary knowledge and skills, exhibit strong motivation, and are

provided with opportunities to enhance their abilities. The abilities, motivations, and opportunities (AMO) framework has been widely recognised as a valuable tool for understanding behaviour and organisational performance within the realm of human resource management since its introduction in 2000 (Marin-Garcia & Tomas, 2016). This perspective has been chosen for this study due to its relevance to green human resource management. The successful implementation of a green culture will be shaped by several factors: employees possessing green-related knowledge and skills (abilities), receiving both financial and non-financial incentives to adopt and implement green HRM practices (motivation), and having the opportunity to execute green human resource management practices. Numerous studies, including those by Pham, Tuäkov, & Phan (2019) and Alnajdawi, Emeagwali, & Elrehail (2017), have employed this perspective in their research on human resource management.

2.2 Defining Green Human Resource Management

To save the planet, organisations have sought to incorporate and strengthen environmental concepts into their work culture by applying green HRM. Prasad (2013), identified green HRM as concerned with the amalgamation of human resource policies for environmental protection. In addition, Al-Romeedy, (2019), espoused that green HRM practices include green job analysis and description, green recruitment and selection, green performance management, green training and development, and green rewards and compensation. Premised on the ongoing definition Renwick, Redman, & Maguire (2013), describe green HRM as a theory that encompasses the interests of all organisations involved in designing, maintaining, and implementing systems to inspire and develop green employees. Therefore, Aishwarya & Thahriani, (2020), state that companies that adopt green HRM practices end up gaining sustainable competitive advantage and benefits over others including improved financial performance and increased reputation in the market. Fayyazi, Shahbazmoradi, Afshar & Shahbazmoradi, (2015), add that green HRM helps in attracting top talent, and environmentally conscious consumers within the hospitality industry. Sheopuri & Sheopuri (2015), also found that a concept of green HRM increases consumer confidence, and enhances the market position of the organisation, Furthermore, green HRM enhances employee retention thereby reducing the negative impact on the environment because of business operation.

2.3 Green Recruitment and Selection

Fueled by the growing need for a diverse array of environmentally conscious HRM strategies in organisations, green recruitment and selection have become essential components of green HRM. This practice is garnering significant attention from management researchers (Jepsen & Grob, 2015). As a result, the process of green recruitment and selection emphasizes attracting candidates who possess a deep understanding of environmental issues and

are dedicated to delivering environmental outcomes for organisations (Tang, Chen, Jiang, Paille & Jia, 2018). Corresponding to Ahmad (2015), the criteria for selecting sources in recruitment should focus on environmental awareness, concern for the environment, alignment with green organisational values, and a strong desire to be part of the green team. In illuminating the importance of green recruitment and selection, Fapohunda, Genty & Olanipekun (2022), designed a descriptive analysis where data was collected via a survey. A total of 155 responses were obtained, and the research hypotheses were evaluated using regression and correlation analysis techniques to investigate the effects of implementing environmentally friendly recruitment and selection practices on business growth within the Nigerian economy. Additionally, it aims to determine how conducting environmental analyses can enhance applicants, understanding of promoting sustainable societal development. The study's findings suggest that incorporating green recruitment and selection practices can positively influence organisational sustainability for manufacturing companies. It is recommended that these companies prioritize the integration of these practices in their partnership processes to enhance their sustainability efforts.

2.4 Green Training and Development

Fapohunda, Olanipekun & Genty (2022), state that green training and development practices are the process of reducing waste, efficient and effective resource utilisation, conservation and preservation of energy and curtailing acts of environmental debasement. Green training and development initiatives contribute to waste reduction, enhance overall efficiency and effectiveness, conserve energy, and mitigate environmental impact. In the context of Nigeria, embracing green education and development systems can significantly enhance workforce safety (Ullah, 2017). In their study, Lakshmi Manthena and Ravi (2023), highlight the significance of implementing environmentally friendly training and development programs within IT companies in Hyderabad. Their research focuses on examining the influence of such programs on employee performance, with motivation playing a key mediating role. This study utilised a descriptive research design. A survey was created using a Likert five-point scale to gather essential information from participants. The study focused on employees from five IT companies in Hyderabad, with approximately 250 employees in each department, including data collected from senior managers and executives. The HR department employed a simple random sampling method to distribute the survey. Findings indicate that incorporating environmental sustainability principles into training and development programs can positively influence employee performance. Therefore, it is recommended that management should seek out trainers who have expertise in green HRM, including green recruitment and selection, green training and development, green performance appraisal, and green motivation. These trainers should be committed to leveraging their knowledge and skills to enhance employee performance and promote sustainability within the organisation.

2.5 Green Reward and Compensation

According to Jabbour & Jabbour, (2016), environmental goals based on a green approach to people's management in an organisation can be attained by gratifying employees for green practices and commitment to the environment. Insight evaluating the influence of green reward and compensation practices in environmental sustainability was averred in a study by Das & Dash (2024) which was a quantitative and cross-sectional study including organisations that produce ISO-14001 certified products that are suitable for the study purposes with purposive sampling to collect data from 235 managers and good survey to evaluate everything. Findings revealed indicate that green awards play a crucial role for environmental organisations in striving for efficient resource utilisation while simultaneously undertaking large-scale initiatives to protect the environment. It is essential to enhance the environmental competencies of employees to ensure they can contribute effectively to the organisation's objectives.

2.6 Green Management of Organisational Culture

Researchers suggest that green management of organisational culture plays a vital role in improving environmental efficiency (Gupta & Kumar, 2013). Therefore, it should be noted that green HRM drives green organisational culture and helps in improving organisational environmental performance (Mishra, 2017). An environmentally friendly organisational culture that emphasizes that the workforce at different levels of an organisation embraces the importance and value of the environment, especially in business operations is important (Bhutto & Aurangzeb, 2016). Based on the ongoing discussion, it is clear that the implementation of green management within organisational culture is significant, as highlighted by Chandra, Arifah, & Basri (2021), who analysed the effect of green organisational culture on organisational performance and competitive advantages of green through green innovation in manufacturing industries. The sample for this study comprises leadership levels, including established CEOs, managers, and technical teams, totalling 185 participants. A purposive sampling method was employed. The analytical technique utilised is structural equation modelling (SEM). The findings indicate that a green organisational culture positively and significantly influences green innovation, green competitive advantage, and overall business performance.

2.7 Green Performance Management

One of the main tasks of green HRM is to determine the ecological productivity of employees in the work environment as organisations cannot guarantee sustainable results in the real world. Therefore, the management and evaluation of green employees should be viewed as a minimum element of the organisation's performance management and evaluation system. In this regard, the criteria for managing and evaluating the green performance of a

company must be related to the performance of the organisation's effort in holding environmental standards (Anton, Arulrajah, Opatha, & Nawaratne, 2015). To understand how organisations view environmental productivity management and assessment, HRM departments need to establish criteria for assessing environmental work by formulating environmental objectives and management procedures, employee performance, and environmental assessments and reviews (Gupta, 2018). A study titled Green Performance Management and Organisational Agility of Multinational Oil and Gas Companies in Nigeria Akpobolokami (2022), illuminates the importance of green performance management and evaluation, the study investigates the correlation between green performance management and organisational performance within a Nigerian multinational oil and gas company. It was conducted as a cross-sectional analysis, utilizing primary data obtained from structured questionnaires. The research focused on five international oil and gas-producing companies that are registered with the Ministry of Petroleum Resources of Nigeria. Consequently, the study examined a total of five multinational oil and gas-producing companies operating in Nigeria. The findings indicate a correlation between green performance management and organisational performance within Nigerian multinational oil and gas companies. Consequently, this study concludes that implementing green performance management practices can improve organisational agility by fostering flexibility, adaptability, and responsiveness in these companies.

2.8 The Importance of Green Human Resource Management Practices in Modern Organisations

Implementing environmentally sustainable strategies, such as green HRM, can be advantageous for the organisation. Numerous studies indicate that the adoption of green HRM practices positively influences employees, the organisation, and the work environment. Green HRM can serve as a strategic approach for organisations aiming to achieve their environmental objectives by fostering a culture that prioritizes sustainability and encourages employees to engage with environmental issues (Kim et al., 2019 & Paille et al., 2014). Protecting the environment is a critical priority for organisations, and they must demonstrate a commitment to environmental stewardship, particularly as their workforce expands (Chan & Hawkins, 2010). This aligns with the principles of green management, which emphasizes environmental protection through initiatives designed to minimize negative impacts while enhancing positive contributions to the environment. Research by Chan & Hawkins (2010) indicates that when employees recognize their role in safeguarding the planet and improving its health, safety, and overall condition, they feel motivated and valued in their work. Green HRM creates a collaborative atmosphere in which both employees and employers feel engaged in meaningful efforts by highlighting shared environmental goals and values. This, in turn, fosters a sense of purpose in their work and enhances overall job satisfaction (Chan & Hawkins, 2010). In line with the preceding assertion, Suharti & Sugiarto (2020), conducted a quantitative study of green human resource practices and their

benefits in the organisation: an Indonesian experience. The study employed a qualitative exploratory approach and examined the development and implementation of green HRM practices across various HRM frameworks and assessed the positive impacts these practices have on both individuals and organisations.

The findings indicate that adopting green HRM practices yields significant benefits for employees, as well as for the organisation. Employees, in particular, experience advantages from both eco-friendly and traditional roles. Furthermore, the implementation of green HRM fosters improved relationships between organisational culture and work, enhances resource efficiency, bolsters the organisation's reputation, and increases overall work and operational effectiveness. It is anticipated that this study will contribute to the existing literature on green HRM practices and their benefits for organisations.

3 Methods and Data

The purpose of this review was to deepen the understanding and importance of green human resource management (HRM) practices within organisations by incorporating a range of perspectives. To achieve this, a comprehensive analysis of the existing literature was conducted, focusing on current theories related to green HRM. This analysis utilised various secondary sources, including journals, reports, and biographies, obtained from different search engines using keywords associated with green HRM and organisational greening. Notably, platforms such as SABINET, Bing, ScienceDirect, and Google Scholar proved to be valuable resources for acquiring relevant online materials. Analysed sources were included based solely on their relevance to the concept of green HRM, while journals that did not align with this focus were excluded.

4 Results

The review provides insights into the understanding and significance of green HRM as articulated by Fayyazi, Shahbazmoradi, Afshar, & Shahbazmoradi (2015) highlighting that green HRM plays a pivotal role in attracting top talent and environmentally conscious consumers in the hospitality industry. Additionally, Sheopuri & Sheopuri (2015), found that the adoption of green HRM practices bolsters consumer confidence and enhances the market position of organizations. Furthermore, green HRM contributes to improved employee retention, thereby mitigating the environmental impacts associated with business operations. The literature review indicates that certain green HRM practices can facilitate organisational greening. Ahmad (2015) emphasizes that environmental awareness, concern for sustainability, alignment with green organisational values, and a genuine desire to participate in eco-friendly initiatives should be key criteria in recruitment processes. This underscores the critical role of green recruitment and selection. Moreover, the review highlights the importance of green training and development. According to

Fapohunda, Olanipekun, & Genty (2022), effective green training initiatives contribute to waste reduction, optimal resource utilisation, energy conservation, and the prevention of environmental degradation. These initiatives not only enhance overall operational efficiency but also mitigate the environmental footprint of the organisation. With this objective in mind, the literature suggests that managing organisational culture through a green lens is essential for improving environmental performance. Mishra (2017) notes that green HRM fosters a green organisational culture, which positively influences environmental performance. Additionally, a study conducted by Akpobolokami (2022) examined the significance of green performance management, revealing a correlation between green performance management practices and organisational performance in Nigerian multinational oil and gas companies. The study concludes that implementing these practices can enhance organisational agility, facilitating flexibility and responsiveness. Furthermore, the literature review indicates that green HRM serves as a strategic approach for organisations aspiring to meet their environmental objectives by cultivating a culture that prioritises sustainability and encourages employee engagement with environmental issues (Kim et al., 2019). The findings suggest that green HRM practices yield substantial benefits for employees and the organisation, with employees gaining from both eco-friendly and traditional roles (Suharti & Sugiarto, 2020).

5 Discussion

The review provided insight into the theoretical framework utilised in the study, specifically highlighting the significance of the AMO theory due to its relevance to human resources, as confirmed by (Pham, Tuäkov, & Phan 2019). Additionally, the literature review sheds light on green (HRM), which refers to the strategic application of human resources in alignment with an organisation's objectives while promoting environmental sustainability. As an emerging domain, green HRM calls for increased focus from both researchers and human resource professionals, revealing a notable data gap that underscores the urgent need for thorough research initiatives.

Commonly employed green HRM practices include, but are not limited to, green recruitment and selection, green training and development, green reward and compensation, and green performance management. The significance of these practices within organisations is based on the premise that implementing green HRM strategies can yield various benefits, such as enhanced community engagement, support for entrepreneurship, and improved environmental stewardship.

6 Conclusions

The review provided valuable insights into the contemporary approach to Human Resource Management (HRM) from the perspective of green HRM.

However, limitations associated with the non-empirical data were apparent. Therefore, it is recommended that future studies employ qualitative, quantitative, and mixed methods approaches to gain a more comprehensive understanding.

6.1 Theoretical implications

Theoretical implications for the study require a deeper empirical study of the identified practices of green HRM as a theory, especially regarding its effectiveness.

6.2 Practical implications

Equally important and based on practical implications, it is imperative for organisational management and business leaders to adopt green HRM initiatives because of the likelihood of attracting a broader customer base and garnering greater stakeholder support, all while ensuring compliance with legal and ethical standards.

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