



Conceptual Review of Green Human Resource Management Practices

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Received: 12th April 2022 Revised: 16th May 2022 Accepted: 20th June 2022 CC License CC-BY-NC-SA 4.0	Abstract <i>In recent years, there has been a growing global concern about environmental issues, prompting businesses and industries to adopt environmentally friendly practices and products under the banner of green management. There is now a heightened awareness among individuals about the importance of operating in an environmentally responsible manner, acknowledging their role in society and the need to implement green practices within organizations. Green Human Resources Management (Green HRM) has emerged as a focal point for both academic researchers and practitioners due to its significance in addressing environmental challenges. Despite its importance, there remains a lack of a comprehensive framework for Green HRM in the existing literature, with many individuals, including HRM experts and academics, being unfamiliar with the term. This paper aims to fill this gap by providing insights into Green HRM and related concepts. Green HRM essentially involves the integration of Human Resource Management with environmental considerations. The paper reviews five key Green HRM practices: green recruitment and selection, green job analysis and design, green training and development, green performance management, and green reward management.</i> Keywords: <i>Green Human Resource Management, Environmental Management, Green Management, and Environmental sustainability.</i>
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1. INTRODUCTION

The history of HRM is believed to have its roots in England during the early 1800s, particularly during the craftsmen and apprenticeship era, and later evolved with the onset of the industrial revolution in the late 1800s (Haslinda, 2009). Over time, HRM has undergone various developments to adapt to the changing demands of the business landscape. A significant driver for these developments has been the strategic consideration of how businesses must evolve to navigate change and thrive across different time periods (Cania, 2014).

In recent years, there has been a heightened global concern regarding environmental issues, especially following the environmental degradation exacerbated by the industrial revolution. This concern has exerted pressure on businesses and industries to adopt environmentally friendly practices and products, leading to the emergence of green management (Masri, 2016). Presently, there is a growing willingness among individuals to operate in an environmentally responsible manner, recognizing their role in society and the importance of integrating green practices within organizations (Goyal, 2013).

Many organizations today are adopting green practices in their operations, with green HRM emerging as a significant area of focus in organizational studies (Stojanoska, 2016). Despite extensive research into green

marketing, accounting, and management, gaps persist in the HRM literature concerning the HR aspects of environmental management, known as Green HRM (Renwick, Redman, & Maguire, 2008). These gaps include the absence of a comprehensive guide to the emerging literature, its scope and coverage, and a process model and research agenda in this field.

Although organizations began practicing green HRM before the 1980s, scholarly works on the topic gained momentum mainly after the 1990s within the HRM literature (Arulrajah & Opatha, 2016). Given that Green HRM is considered a relatively new and emerging discipline in management and HRM literature, there is a need for more scholarly research to bridge the gap and enhance understanding and awareness in this field.

This paper aims to achieve two main objectives: to comprehensively review and elucidate the concept of green human resource management based on existing literature, and to explore green HRM practices and their applicability in organizations. By addressing these objectives, the review seeks to assist researchers in the field of HRM, specifically Green HRM, by providing a thorough understanding of the concept and related aspects that may currently lack sufficient coverage in the literature. Additionally, the paper aims to highlight the significance of Green HRM in contemporary organizations.

1.2 AMO Theory

This study is grounded in the AMO theory, which stands for Ability, Motivation, and Opportunity. According to this theory, employee performance is influenced by their ability, motivation, and the availability of opportunities to perform. Essentially, organizations are more likely to achieve better performance when employees possess the necessary knowledge and skills, are adequately motivated, and are provided with opportunities to apply their abilities.

Since its inception in 2000, the Ability, Motivation, and Opportunity (AMO) framework has been widely recognized for elucidating the connection between human resource management practices and organizational performance (Marin-Garcia & Tomas, 2016). The selection of this theory for the study is based on its relevance to green HRM. The implementation of green HRM practices may be influenced by employees possessing the appropriate green knowledge and skills (ability), being incentivized with both financial and non-financial rewards to adopt and utilize green HRM practices (motivation), and being afforded opportunities to apply their green knowledge and skills within organizations (opportunity).

Numerous studies, such as those conducted by Pham, Tučkov{, and Phan (2019), Alnajdawi, Emeagwali, and Elrehail (2017), and Renwick, Redman, and Maguire (2012), have employed this theory in their investigations related to green HRM.

2. METHODS

The study employed the archival method to fulfill the aforementioned objectives. This method involved a thorough review of articles pertaining to green human resource management (GHRM) published in order to elucidate the meaning of Green HRM terminology, assess the applicability of five selected GHRM practices, and evaluate the significance of GHRM for contemporary organizations. Adopting this method allowed for an exploration of existing literature, facilitating a deeper understanding of green human resource management and its associated practices.

The archival method has been utilized in similar studies by researchers such as Pham, Tučkov{, and Phan (2019); Peerzdah, Mufti, and Nazir (2018); and Renwick, Redman, and Maguire (2008), enabling a comprehensive examination of green HRM research. The scope of published works included in this study encompasses articles published between 2005 and 2019. This timeframe was chosen to encompass recent publications and capture the latest insights and trends in the field of Green HRM.

3. GREEN HUMAN RESOURCE MANAGEMENT AND GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

3.1 Conceptual Meaning of Green Human Resource Management

The term Green Human Resource Management (GHRM) is relatively unfamiliar to many individuals, including experts and scholars in the field of HRM (Stojanoska, 2016). Consequently, there has been limited scholarly attention devoted to defining the concept of green HRM (Arulrajah & Opatha, 2016). However, despite variations in its definition, there is a broad consensus that GHRM involves integrating Human Resource Management practices with environmental management issues to promote environmentally sustainable behaviors among employees.

Uddin and Islam (2015) define GHRM as encompassing environmentally-friendly human resource policies and practices aimed at both advancing organizational financial objectives through environmental branding and mitigating negative environmental impacts resulting from organizational activities. Meanwhile, Hosain (2016) emphasizes the reduction of paperwork across HR functions, such as recruitment, training, and performance review, as a key aspect of GHRM to foster sustainability and competitive advantage through employee engagement.

Although Hosain's definition highlights an important aspect of GHRM, its focus is somewhat limited to the reduction of paper usage in the workplace. In contrast, Masri and Jaaron (2017) conceptualize GHRM as leveraging HR practices to promote environmentally sustainable behaviors and enhance environmental performance, thereby reducing employees' carbon footprints. This broader perspective suggests that GHRM involves integrating environmental concerns into HR initiatives to drive efficiencies and improve environmental outcomes.

In line with these perspectives, this paper defines GHRM as a process that utilizes human resources within organizations to achieve organizational goals while actively contributing to environmental sustainability. It emphasizes the use of HR functions, policies, strategies, and practices as mechanisms for environmental management in the workplace.

3.2 Green Human Resource Management Practices

This paper examines five specific green HRM practices: green recruitment and selection, green job analysis and design, green training and development, green performance management, and green reward management. These five practices are discussed in detail in sections 3.2.1 to 3.2.5.

3.2.1 Green recruitment and selection

Recruitment serves as the initial gateway for individuals to join an organization, presenting an opportunity for the organization to attract and select suitable candidates. According to Kiruthigaa and Viswanathan (2014), green recruitment involves adopting a paperless approach with minimal environmental impact, utilizing online platforms such as email, online application forms, or global talent pools for applications. Additionally, efforts are made to conduct telephone or video-based interviews to reduce travel-related environmental effects. Diana (2016) emphasizes that e-recruiting diminishes energy consumption and pollution associated with paper product manufacturing, transportation, and recycling. Furthermore, process automation decreases energy usage in tasks such as mailing, storage, handling, filing, and reporting, resulting in direct cost savings by reducing paperwork related to resumes, advertising, and onboarding.

Following the attraction of candidates in an environmentally friendly manner, organizations must ensure that the selection process also aligns with green principles. In green selection, tests and assessments should minimize paper usage, favoring methods such as behavioral observation, interviews, and presentations that require less paper (Hosain, 2016). Additionally, preference may be given to candidates who demonstrate environmental awareness and a commitment to maintaining a green office environment. Consequently, the selection process should be designed to prioritize candidates with knowledge of environmental conservation and a willingness to engage in green initiatives.

In essence, green recruitment and selection involve employing eco-friendly methods, tools, and technologies to attract and choose suitable candidates capable of filling organizational vacancies. While various criteria are considered during candidate selection, the willingness and ability of candidates to promote environmental conservation are assessed. Integrating green initiatives during recruitment and selection ensures that environmentally conscious individuals are hired, facilitating the establishment of a green culture within the organization. This approach is in line with the AMO theory, which emphasizes the importance of employee ability, including their capacity to engage in environmentally sustainable practices, in determining overall performance.

3.2.2 Green job analysis and design

Job analysis entails gathering information on the knowledge, skills, and abilities required for effective job performance (Aswathapa, 2012). In job design, decisions are made in advance regarding the composition of jobs, including duties, responsibilities, required resources, human resource needs, and working relationships within an organization (Mwita & Buberwa, 2016). Job descriptions, one of the outputs of job analysis and design, serve as official frameworks defining a position, encompassing specific tasks, responsibilities, specifications, broad goals, competencies, and desired knowledge (Barbouletos, 2011). Employers may utilize job analysis and design processes to ensure that employees are formally mandated to perform their duties in an environmentally friendly manner, while also possessing knowledge of environmental issues essential for

efficient job performance. Arulrajah, Opatha, and Nawaratne (2015) observed that some companies incorporate environmental protection duties into each job description, ensuring accountability for green practices. According to AMO theory, a supportive environment is essential for employees to perform effectively, emphasizing the significance of offering opportunities for performance (Marin-Garcia & Tomas, 2016). Marin-Garcia and Tomas further argue that opportunity considerations encompass not only individual traits but also the work environment, including how jobs are analyzed and designed to support organizational goals, including green objectives.

This paper defines green job analysis and design as the process of collecting information for a specific job with the intent of preparing a job description and specification, ultimately leading to the selection of employees capable of fulfilling their duties in an environmentally friendly manner. Green job analysis and design aim to ensure that an organization identifies the duties, responsibilities, skills, knowledge, and competencies required for a particular job, fostering environmentally friendly and accountable job performance. Referring to AMO theory, Njoroge and Kwasira (2015) emphasize that job design and analysis primarily determine ability requirements and opportunities, thus underscoring the theory's relevance in promoting green behavior among human resources in organizations.

3.2.3 Green training and Development

Training and development are crucial for organizations to stay competitive in today's dynamic and challenging environment. While directly impacting employee performance, their ultimate effects extend to the organization as a whole (Khan, Khan, & Khan, 2011).

Green training and development aim to educate employees about the importance of Environmental Management, providing them with skills to adopt energy-conserving work methods, promote waste reduction, foster environmental awareness within the organization, and engage employees in environmental problem-solving (Zoogah, 2011). Moreover, green training and development initiatives themselves should adopt environmentally friendly processes. Hosain (2016) suggests that supervisors utilize online course materials and case studies instead of printed handouts, books, and brochures to reduce paper consumption, offering an opportunity for e-learning platforms to play a significant role in training and development programs. The use of digital platforms can help minimize paper usage, contributing to tree conservation for current and future generations.

Environmental training serves two primary purposes: educating employees about the company's environmental policies and altering their behaviors to foster a more deliberate and sustainable relationship with the environment (Sammalisto & Brorson, 2008, as cited in Jabbar & Abid, 2014). Green training and development activities raise employee awareness of various environmental management aspects, encouraging them to embrace conservation methods such as waste management within the organization. Additionally, it enhances employees' skills to address environmental issues effectively (Ahmad, 2015). Green training is recognized as a vital tool for developing human resources and facilitating the transition to a more sustainable society (Teixeira et al., 2012, as cited in Masri, 2016).

Therefore, green training and development involve equipping employees with the knowledge and skills to minimize environmental pollution and conserve the environment in the workplace. It also entails incorporating eco-friendly methods and technologies into training and development programs. This perspective aligns with the AMO theory, which suggests that employees with the right skills and knowledge are more likely to perform better than those without them.

3.2.4 Green performance management

Performance management is a structured process aimed at enhancing organizational performance by improving the performance of individuals and teams (Armstrong, 2006). Typically, it involves evaluating employees and teams based on predetermined criteria and goals. As organizations have a mandatory obligation to engage in corporate environmental management, there are environmental goals or requirements that must be met (Opatha & Arulrajah, 2014). Green performance management entails aligning performance evaluation with environmental goals and tasks outlined in job descriptions (Mehta & Chugan, 2015).

Organizations can implement green performance management by establishing green goals for individual employees and teams and ensuring their effective achievement. Regular appraisals can gauge progress toward these goals. Green job analysis and design facilitate green performance management by ensuring that employees have clear green job descriptions. Consequently, green duties and responsibilities can be used to evaluate each employee's performance in their specific role. Deshwal (2015) emphasizes the incorporation of 'green' targets into key performance areas (KPA) within performance management systems. This can manifest

as Green performance standards and Green behavior indicators, serving as benchmarks for performance appraisal across all levels of the organization.

In essence, green performance management is a systematic process whereby an organization assigns green goals to individuals and teams, periodically evaluates goal achievement, and employs various management strategies to support effective and efficient goal attainment. As a human resource management practice, performance management aims to enhance employee and organizational performance, making green performance management a tool for advancing individual, group, and organizational performance toward green objectives. According to the AMO theory, HR practices aimed at bolstering employee performance can be viewed as comprising three dimensions: skill-, motivation-, and opportunity-enhancing HR practices (Lepak, Liao, Chung & Harden, 2006). Therefore, green performance management represents an important dimension of the AMO theory.

3.2.5 Green reward management

Common wisdom suggests that a well-structured reward system can effectively incentivize employees to attain satisfactory performance levels, including in environmental performance. The reward system serves as an indicator of an organization's commitment to environmental sustainability management (Bratton & Bratton, 2015). Specific environmental objectives should be integrated into the compensation system, offering employees benefits that recognize and reward green performance (Milliman & Clair, 1996 cited in Uddin & Islam, 2015). Green reward management plays a significant role in motivating both managers and non-managerial employees to engage in corporate environmental management initiatives. Some companies opt to financially reward employees (e.g., incentives, bonuses, cash) for their environmentally friendly performance, while others opt for non-financial rewards (e.g., awards, special recognitions, honors) (Arulrajah, Opatha & Nawaratne, 2015).

Therefore, green reward management encompasses the systematic development and implementation of strategies and policies to reward employees and teams that contribute successfully to the achievement of environmental management initiatives in the workplace. Reward management is a critical aspect of motivation, supported by the AMO theory, which posits that motivated employees are more likely to perform better. From this perspective, green reward management is essential for fostering a culture of environmental consciousness among employees. Employees demonstrating environmentally friendly behavior should be rewarded with both financial and nonfinancial incentives to effectively meet green organizational goals.

3.3 Significance of Green HRM Practices in Contemporary Organisations

Green organizations are highly sought-after employers, and potential hires are inclined to align themselves with such employers to enhance their learning and contribute value to their profiles (Pandey, Viswanathan & Kamboj, 2016). This indicates that organizations practicing Green HRM enjoy a competitive edge in attracting competent employees. A larger pool of job candidates increases the likelihood of employers acquiring desirable talent.

Many green companies boast low turnover rates compared to their non-sustainable counterparts (Sharma, 2016). From this perspective, employee retention can be achieved through the implementation of green HRM practices. Since organizations incur financial losses from employee turnover, adopting green HRM can be viewed as one solution to this problem. Tiwal & Bangwal (2015) emphasize that organizations unaware of green concepts, practices, and policies risk losing talented or innovative employees to companies that have embraced Green Practices or cultivate an eco-friendly image and offer socially responsible incentives.

Green HRM practices contribute to sustainability by focusing on the conservation and preservation of natural resources and the minimization of waste. Thus, a strong correlation exists among Corporate Social Responsibility (CSR), Green Human Resource Management (GHRM), and environmental sustainability (Chowdhury, Sanju, & Asaduzzaman, 2017). Through Green HRM, organizations aim not only to provide goods and services but also to contribute to the planet's protection from environmental degradation, which is integral to corporate social responsibility. Sharma (2013) suggests that corporations prioritizing corporate social responsibility typically encounter fewer challenges when interacting with politicians and government regulators. Conversely, businesses demonstrating a disregard for social responsibility often face inquiries and probes, typically initiated by public service organizations. In general, various stakeholders prefer to work with or associate with socially responsible organizations.

4. CONCLUSION AND RECCOMENDATIONS

Green HRM involves leveraging human resources within workplaces to achieve organizational goals while ensuring that the process contributes to environmental sustainability. As an emerging field, Green HRM requires increased attention from both researchers and HR practitioners due to the significant literature gap in this area. Green HRM offers various benefits to organizations, including those related to corporate social responsibility, business performance, and environmental sustainability. Organizations embracing Green HRM are likely to attract more customers and shareholders while also ensuring compliance with legal and ethical standards.

Based on the study findings, the following recommendations are proposed: Firstly, organizations should implement more training programs to raise awareness and understanding of Green HRM among both managerial and non-managerial staff. Secondly, educational institutions should incorporate Green HRM into their curricula to produce more graduates equipped with knowledge in this field. Additionally, further research should be conducted in the area of Green HRM to provide evidence-based findings that elucidate its importance in contemporary organizations.

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