

Enhancing Corporate Environmental Performance Through Green Human Resource Management

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Abstract

Green human resource management is becoming a major focus in organizations that play a role in environmental performance. With increasing awareness of the positive impact of business activities on the environment, companies are faced with the challenge of adopting Green Human Resource Management (GHRM) practices. The concept of Green Human Resource Management (GHRM) involves the integration of environmental considerations into Human Resource (HR) policies, with the aim of encouraging sustainable resource utilization and increasing ecological awareness within the organization. It aims to engage employees in practices that support the environment, raise awareness of environmental issues, and strengthen a culture of sustainability. The research method used in this study is a literature review on Green Human Resource Management, which includes various types of literature on the topic. This study aims to evaluate the impact of green human resource management on improving corporate environmental performance. The results show that the green training, and Involvement consistently have a positive impact on Corporate Environmental Performance (CEP).

Keywords

Environment, Company, Human Resources, Environmentally Friendly.

1. Introduction

The world's increasing interest in the environment arises from specific agreements to combat environmental change (Hameed et al., 2020). Recently, stakeholders, consumers, and employees have demanded greater environmental responsibility from companies. This has led companies to change their traditional model to a green model by implementing green initiatives in their operations. Green practices, such as personnel selection and performance evaluation that are in line with environmental objectives are used by organizations to implement environmental stewardship. According to Zhang et al. (2019), existing research focuses on GHRM mechanisms related to the overall environmental performance of various categories of organizations and discusses the influence of GHRM on individual employee green behavior in the workplace (Zhang et al., 2019). Based on the literature review, that-green human resource management influences Green Training (GT) is supported by several theoretical frameworks and empirical findings. Green Human Resource Management (GHRM) practices are designed to enhance employees' green capabilities, motivation, and opportunities in line with the principles of AMO theory (Hameed et al., 2020). These practices include providing green training to develop employees' green capabilities, integrating green goals into performance management to motivate employees, and involving employees in green initiatives to provide opportunities for green behavior. In addition, organizations that emphasize GHRM have been shown to effectively contribute to environmental sustainability through these practices (Zhang et al., 2019).

Therefore, it is reasonable to hypothesize that the implementation of Green Human Resource Management (GHRM) practices in an organization will lead to an increase in Green Training, as this is in line with the strategic objective of increasing employee competence and motivation towards environmental management goals. Top management involvement is correlative in carrying out green practices in the work environment (Hameed et al., 2020). Green recruitment (such as hiring workers with specific environmental competencies and a general sensitivity to the environment) and green performance compensation and management such as assessing worker performance through rewarding such behaviors and considering green behaviors) have been associated with outstanding environmental performance, particularly green training and engagement such as engaging employees in green behaviors, skills, and competency development (Hameed et al., 2020; Sakharina et al., 2020). The emphasis on improving environmental sustainability and Corporate Social Responsibility (CSR) aims to reduce the environmental impact of global warming and natural disasters caused by climate change which can be economically costly. Green Training is required to increase employees' environmental awareness and competence. These practices contribute to improving the company's environmental performance (Saeed et al., 2022; Siyoto & Sodik, 2015). Green Training can ensure that employees have the knowledge and skills needed to support sustainable practices. Therefore, it is hypothesized that investment in Green Training will positively affect Corporate Environmental Performance which improves the organization's ability to manage the environment sustainably.

Involvement provides an influence on Corporate Environmental Performance (CEP) which is proven to have a positive impact on organizational performance in the context of various sectors and countries (Sitorus, 2022). Green human resource management practices, which include aspects of employee engagement, are designed to increase environmental awareness and employee involvement in activities that support environmental sustainability (Zhang et al., 2019). Through this engagement, employees are empowered to adopt green behaviors in both the in-role and extra-role behavior categories in the workplace, which overall improves the company's environmental performance (Zhang et al., 2019). These practices not only

strengthen individual commitment to sustainability, but also integrate environmental goals into overarching organizational goals, making employee engagement a key element in achieving sustainable environmental performance. Therefore, to fill this literature gap, our study examines the influence of Green Human Resource Management (GHRM), Green Training and Involvement practices on Corporate Environmental Performance (CEP).

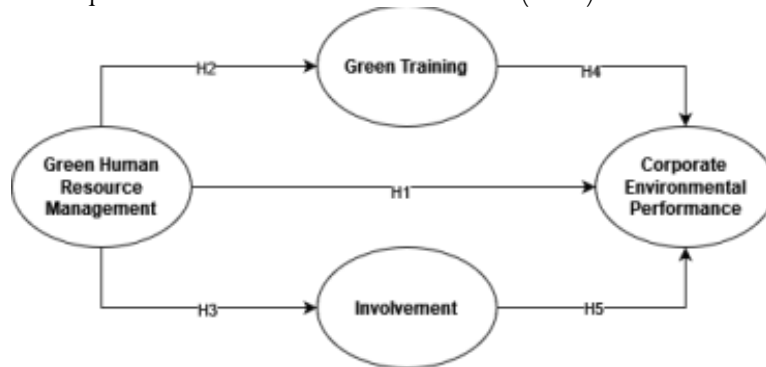


Figure 1. Research framework

2. Method

The research method used in this research is a literature review regarding green human resource management which includes various types of literature that discuss this topic. recent developments in certain subjects (Wa-Mbaleka & Rosario, 2022). Based on this explanation, this research is research that uses a literature review approach because all information is obtained through a review study approach because all information is obtained through literature study. The literature review method was chosen because it is able to provide development and fill gaps in previous research. Selection of Data Sources, by identifying various relevant literature sources related to Environmentally Friendly Human Resource Management and Company Environmental Performance. Research criteria, by establishing clear criteria in selecting literature that is relevant to the topic of Environmentally Friendly Human Resource Management in the last five years. Selection Procedure, by filtering literature according to predetermined criteria. In this research, the data collection techniques used are literature search, data collection, data that meets the criteria will be taken according to the research objectives. Data analysis, qualitative analysis was carried out to identify various main patterns and significant findings from literature sources. Measurement and Operational Definition of Variables In this research, variable measurement was used to test the concept of Green Human Resource Management (GHRM), and its influence on Corporate Environmental Performance (CEP). Variable measurement. The data analysis method used by the Miles and Huberman model in the data analysis technique is by collecting data, reducing data, presenting data and drawing conclusions. Qualitative data analysis techniques begin by reducing data obtained from various sources (Siyoto & Sodik, 2015).

3. Result and Discussion

Currently, research is developing the perception that corporate environmental performance is positively related to HRM activities. One component of green hiring that research suggests is that growing environmental performance companies need to hire more workers in companies because they are more sensitive to the subject and as a result, they are more eager to engage in practices that have something to do with the environment. GHRM refers to HRM practices that have an environmental and ecological influence on the company and are an integral part of the company's environmental strategy and employee environmentally friendly

behavior. Implementation of GHRM motivates workers to engage in environmentally friendly behavior to increase EP. Companies that are thoughtful and committed to protecting ecosystems need to continue to seek a better match between GHRM-based practices and upholding the values essential to protecting the environment (Aggarwal & Agarwala, 2023). In the Asian sub-region, Kim in Afum et al. (2021) collected data from hotel employees in Thailand and found that GHRM increased employee environmentally friendly behavior, employee commitment, and EP. Likewise, the findings of Afum et al. (2021) stated that GHRM contributed positively to the EP of hotels in Pakistan, (Aggarwal & Agarwala, 2023). Presented by researchers Roscoe et al. (2019) developed the perception that a company's environmental performance is positively related to HRM activities. One component of environmentally friendly recruitment whose research states that the growth of environmental performance of companies requires hiring more workers in companies because they are more sensitive to the subject and as a result, they are more eager to engage in practices that are related to the environment (Sakharina et al., 2020). Despite research Bhatti et al. (2022) highlighting that GHRM practices contribute to increased EP, little is known about whether POS and IEB significantly influence a company's EP. The research results show an insignificant direct relationship between EP GHRM practices and companies (Auliya et al., 2020).

H1. *Green Human Resources (GHRM) has a positive and significant effect on Corporate Environmental Performance (CEP)*

Green Human Resource Management (GHRM) has become an important focus in organizations' efforts to integrate environmental sustainability into their strategies. This concept covers a variety of practices, from green job analysis to developing employee competencies in environmentally friendly behavior. GHRM practices include three main components. Developing employee capabilities through Green Training, motivating employees towards green performance, and increasing green opportunities through employee involvement in the organization's green activities (Hameed et al., 2020). The study of Zhang et al. (2019), shows that empowering employees can increase their contribution to the company's environmental performance. This is in line with the findings of Hameed et al. (2020), who identified that empowered employees tend to be more motivated, which in turn can increase their job satisfaction and performance in environmental practices. The AMO (Ability-Motivation-Opportunity) theory provides a relevant framework in this context. GHRM, with a focus on capability development (including through Green Training), employee intrinsic motivation, and increasing opportunities to engage in corporate green initiatives, aims to increase employee contributions to corporate sustainability goals. GHRM practices such as green recruitment, green training and development, and green performance management (Zhang et al., 2019) directly influence employees' environmental awareness and their ability to adopt environmentally friendly behavior in the workplace. Through Green Training, employees are not only provided with knowledge about environmental issues, but also given the opportunity to participate in hands-on environmental practices, which can strengthen their commitment to green practices.

Mahmood & Nasir (2023) found that despite the importance of Green Training in increasing employee awareness and skills related to the environment, there is no significant evidence linking Green Training directly with improving a company's environmental performance. This suggests that there is a need for further research to understand the factors that influence the effectiveness of green training in this context. The empirical study conducted by Zhang et al. (2019) confirmed that Green Human Resource Management (GHRM) practices as a whole have a significant positive impact on employee environmentally friendly behavior. However, to achieve optimal results in corporate environmental performance, it is important for

organizations to consider the appropriate integration between GHRM and Green Training, as well as understand the specific context in which these practices are implemented.

H2. Green Human Resources has a positive and significant effect on Green

Green Human Resource Management (GHRM) has a significant impact on various aspects in the context of organizational sustainability. The first article highlights that GHRM not only strengthens green innovation through the integration of environmental goals in HR practices, but also positively influences employee engagement in green behavior within the organization (Singh et al., 2020). It emphasizes that investment in GHRM can create competitive advantage by building an organizational culture that supports innovation and sustainability. The second article observes that GHRM, defined as the integration of HRM practices with environmental goals, positively influences employee participation and engagement in environmental initiatives in various contexts, including educational institutions in developing countries (Veerasamy et al., 2023). This study shows that GHRM practices such as green recruitment, environmental initiatives, and performance management can strengthen the relationship between organizations and employees in support of sustainability goals. The other hand, the third article shows that although GHRM has a positive impact on self-confidence and organizational support for the environment, its effect on employee green creativity in multinational logistics companies in East Jakarta is not significant (Dewanti & Emilisa, 2023). This study confirms that although GHRM strengthens awareness and support for environmental issues, this is not enough to encourage significant creativity in green innovation in the work environment concerned. Overall, this research shows that GHRM has great potential in increasing participation and support for environmental goals in a variety of organizational contexts. However, to achieve the desired level of creativity in green innovation, further understanding of the factors influencing these dynamics is required, such as green transformational leadership. The next step is to conduct further research to explore how GHRM can be optimized to spark sustainable creativity in the workplace.

H3. Green Human Resources (GHRM) has a positive and significant effect on

The performance of an organization is greatly influenced by the level of training of its workforce. The overall development of employee behavioral traits, attitudes, skills, and knowledge influences the cessation of cooperation towards the environment. Training instills knowledge and skills in employees, which are key to achieving various organizational goals and objectives including improving performance. Green training is very effective in achieving greater sustainability and consistency regarding the performance of environmental management systems. Saeed et al. (2022); Yafi et al. (2021) research shows that green training helps prepare diverse and multitalented employees through increasing the knowledge, competencies, and skills required for innovation and this improves organizational performance. Green Human Resource Management (GHRM) practices include HRM processes, which include recruitment, compensation, and training. Training can help workers to provide knowledge about job-related difficulties and transfers that strengthen and improve their skills and move them to complete tasks.

HR practices have an important relationship with company performance and efficiency in environmentally friendly human resource management and ecological improvement studies (Saeed et al., 2022). Staff training is critical in enabling their acquired capabilities and skills to make wise decisions regarding GHRM (Afzal et al., 2023). Encouraged to implement green and also GHRM has several other important components such as environmentally friendly training and development. Therefore, training is referred to as a procedure of preparing employees with various

skills to improve the direction that is important for organizational innovation. Based on Saeed et al. (2022), GHRM practical training has been proven to have a real impact on the company's environmental performance. The study states that Green Training (GT) does not significantly predict Corporate Environmental Performance (CEP). This indicates that although GT has the potential to influence employee green behavior, its impact on corporate environmental performance is not significant enough to be statistically proven. In addition, research supports that GT practices are important because they shape employee behavior towards environmental sustainability, as stated in previous research (Andjarwati et al., 2019). These findings underscore the important role of Green Human Resource Management (GHRM) in integrating environmental awareness into organizational practices such as participation, incentives, and performance management (Andjarwati et al., 2019). Overall, although GT is recognized to influence employees' green behavior, the results of the study indicate that its influence on corporate environmental performance cannot be considered significant. This confirms the hypothesis that although there is a positive impact of GT on green behavior, its relationship with Corporate Environmental Performance does not reach the level of significance expected in this study.

H4. Green Training has a positive and significant effect on Corporate Environmental Performance

The literature discussed, there is evidence that supports the hypothesis that employee involvement has a positive and significant effect on Corporate Environmental Performance (CEP) through the implementation Green Human Resource Management (GHRM) Practices. The first article Jehan et al. (2020) states that GHRM, which includes practices such as Green Performance Management and Appraisal (GPMA), Green Recruitment and Selection (GRS), Green Training and Development (GTD), and Green Reward and Compensation (GRC), can positively influence pro-environmental behavior in the workplace. GHRM not only increases employees' environmental awareness but also leads to improvements in the organization's overall environmental performance, in line with theories suggesting that the integration of environmental goals into HR practices can produce better environmental outcomes (Jehan et al., 2020). The other hand, the second article Sitorus (2022) provides an additional perspective that employee engagement can mediate the relationship between skills and GHRM on performance. Although this article does not directly address the impact of GHRM on CEP, its implications for employee engagement suggest that proper integration of GHRM practices can strengthen this relationship.

H5. Involvement has a positive and significant effect on Corporate Environmental Performance.

These studies show that skills and GHRM not only influence employee engagement but can also lead to improved overall organizational performance (Sitorus, 2022). The third article Zhang et al. (2019) provides a slightly different perspective by showing that although GHRM can encourage pro-environmental behavior in the workplace, its impact on a company's environmental performance is not always significant. This research highlights that although GHRM practices can increase employee awareness and motivation towards pro-environmental behavior, they do not always directly result in significant improvements in a company's overall environmental performance Zhang et al. (2019). Overall, the literature shows that employee engagement through GHRM practices has an important role in improving a company's environmental performance, especially through increasing employee awareness, motivation, and pro-environmental behavior. However, it is important to remember that effective GHRM implementation must consider the organizational

context and specific environmental goals to achieve optimal results in maintaining environmental sustainability.

4. Conclusion

Research shows that implementing GHRM practices, such as environmentally friendly recruitment and policies, can motivate employees to behave more environmentally friendly. This research shows that several aspects such as Participatory Organizational Strategy (POS) and Innovative Environmental Behavior (IEB) do not yet have a completely clear impact on the company's CEP. Nevertheless, overall, the literature supports that GHRM has the potential to be an important factor in corporate strategies to improve environmental performance through employee involvement and commitment to environmentally friendly practices. Studies on Green Human Resource Management (GHRM) show that this practice has a positive and significant influence on Green Training. Through Green Training, employees not only gain knowledge about environmental issues, but are also given the opportunity to be directly involved in environmentally friendly practices in the workplace. Overall, proper integration between GHRM and Green Training is necessary to achieve optimal results in the company's environmental performance. These practices, if well integrated and understood in the specific context of an organization, can have a significant positive impact on employees' green behavior and their contribution to the company's sustainability goals. Studies on Green Human Resource Management (GHRM) show that this practice has a positive and significant impact on employee engagement in environmental initiatives in various types of organizations. GHRM not only strengthens green innovation through the integration of environmental goals in HR practices, but also increases employee participation in green behavior in the organization. Research shows that practices such as green recruiting, environmental initiatives, and performance management can build an organizational culture that supports sustainability and innovation. However, in the context of corporate environmental performance, research results cannot consistently prove that GTD directly increases CEP significantly.

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