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## Improving Environmental Performance in Corporations Using Green Human Resource Management

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### Abstract

Organizations involved in improving environmental performance are increasingly prioritizing Green Human Resource Management. As awareness growing with positive impact of business activities on environmental sustainability, companies face challenges in implementing Green Human Resource Management practices. Green Human Resource Management (GHRM) concept involves integrating environmental considerations into Human Resources (HR) policies, with the aim of encouraging the use of sustainable resource use and increase environmental awareness within the organization. It aims to engage employees in environmentally supportive practices, raise awareness of environmental issues, and strengthen a culture of sustainability. This research uses the literature review method on Green Human Resource Management, which includes various types of literature on the topic. The purpose of this study is to analyse the influence of Green Human Resource Management in increase environmental performance in the company. The outcome is a positive impact that the Green Training, and Involvement on Corporate Environmental Performance.

### Keywords

Corporate, Environmental Performance, Green Training, Human Resource Management, Involvement

## 1. Introduction

In the current era of globalization, demands for business sustainability have increased. Organizations today focus on environmental issues and economic benefits, but maintaining a competitive advantage has become a real challenge (Shahzad et al., 2020). Environmental sustainability is a key issue in the contemporary context, and it affects practice management, public opinion, and policy makers (Sakharina et al., 2020). This means that businesses must transform their traditional business models into more environmentally friendly models by implementing environmentally oriented initiatives in their operations. To implement environmental stewardship, organizations use green practices such as performance evaluation and staff selection that are aligned with environmental goals. Current study examines how GHRM processes connect to the overall environmental performance of different types of businesses and how GHRM influences individual employees' green behavior at work (Zhang et al., 2019; Handayani et al., 2024).

According to the literature study, theoretical frameworks and empirical evidence support the idea that Green Human Resource Management (GHRM) influences Green Training (GT). According to the tenets of AMO theory, GHRM practices are intended to improve employees' green capabilities, motivation, and opportunities (Hameed et al., 2020). This includes providing green training to enhance employees' capabilities, incorporating green goals into performance management to provide motivation, and involving employees in green initiatives to provide opportunities for them to behave greener. In addition, it has been shown that organizations that emphasize GHRM can contribute to environmental sustainability (Zhang et al., 2019).

Environmental performance has been associated with green recruitment (such as hiring workers who have environmental competencies and a general sensitivity to the environment) and green compensation and performance management (such as rewarding workers for their behavior and considering their green behavior). Green training and engagement (such as engaging employees in competent behaviors, skills, and development) has been linked to environmental performance (Hameed et al., 2020). The implementation of environmentally friendly practices in the workplace is correlated with top management participation.

The focus on enhancing environmental sustainability and Corporate Social Responsibility (CSR) seeks to lessen the financial toll that climate change-related natural catastrophes and global warming have on the environment. Green training is necessary to improve workers' environmental competency and awareness. These procedures help the business function better in terms of the environment (Saeed et al., 2022). Employees that get green training will be equipped with the information and abilities necessary to promote sustainable practices.

Corporate Environmental Performance (CEP), which has been shown to improve organizational performance across a range of industries and nations, is influenced by involvement (Sitorus, 2022). According to Zhang et al. (2019), the goal of Green Human Resource Management (GHRM) practices, which incorporate employee engagement, is to raise environmental awareness and encourage employee participation in initiatives that promote environmental sustainability. Through this involvement, the company's environmental performance is improved overall by empowering people to adopt green behaviours in the workplace, both in-role and extra-role. By integrating environmental objectives into overall organizational goals and fortifying individual commitment to sustainability, these methods make employee involvement a crucial component of attaining sustainable environmental performance.

## **2. Literature Review**

Environmental Performance refers to how businesses behave in relation to the societal demands for a sustainable environment. Through normal resource use that satisfies formal environmental criteria, environmental performance represents the ecological impact of business manufacturing (Assalmani, 2021; Susilawati et al., 2022). An organization's ability to reduce pollution, standardize waste disposal, manage recycling, revitalize methods, and implement ecological management systems is all connected to its eco-friendly performance. It also includes its success in developing green products, modernizing and integrating green sustainability challenges into business operations, and producing environmentally friendly goods (Wa-Mbaleka & Rosario, 2022; Saeed et al., 2022).

Environmental performance relates to an organization's efforts to meet and exceed society's expectations for the natural environment beyond simply complying with rules and regulations. Environmental performance includes the environmental impact of an organization's processes, products, and resource consumption in a manner that best complies with environmental regulations. According to previous research, environmentally friendly products, environmentally friendly processes and innovations, and integration of ecological sustainability issues into business operations and product development are all factors that influence environmental performance (Singh et al., 2020; Husnah et al., 2023).

Green training and development refer to organized activities and events that motivate staff members to acquire and modify skills for environmental protection and to take proactive measures for environmental issues. Green training should be incorporated into every organization's education program; not just associated with the environmental department. Employees who receive green training are more receptive to the organization's pro-environmental practices (Quyen, 2020). Employees become more aware of environmental protection, pollution sources, and prevention techniques because of learning about the value of ecosystems. Employee knowledge management is another way that environmental initiatives are carried out. Employees can participate in pro-environmental actions with the help of appropriate training, assessment, and incentive programs (Jehan et al., 2020).

Green training improves an employee's capacity to recognize environmental issues, to have a broad awareness of the complex issues facing the environment, and to effectively comprehend how their work habits affect the environment (Anggraeni, 2020). Green training is acknowledged because it helps employees understand environmental challenges, make decisions based on those conclusions, and respond properly via their actions to improve environmental performance (Sakharina et al., 2020).

The GHRM is an environmentally conscious method that serves as a guardian for the company's environmental strategy and preservation. These GHRM plans, approaches, tactics, strategies, development practices, leadership enhancement, performance evaluation, enrolment, and incentive mechanisms work with businesses to teach employees how to be green, encourage staff to support and remain green, and inspire staff to create green scenes. The use of GHRM practices benefits a company's environmental advancement through green initiatives like a decrease in waste and an improvement in operational effectiveness (Saeed et al., 2022).

Green Human Resource Management is defined as a guideline that creates an important relationship between human resource management and environmental issues, which has an impact on the formation of HR management systems in the Company (Dewanti et al., 2023). Green Human Resource Management (GHRM) is a concept designed to help create a workforce that values and understands the environment in the process of developing products and services (Sitorus et al., 2022). Green Human Resource Management (GHRM) refers to Human Resource Management practices that include ecological impacts on the environment and the

company and are related to the company's environmental strategy and the environmentally friendly behavior of its employees (Singh et al., 2020). The use of GHRM practices has benefited the company's environmental progress through green initiatives by increasing operational efficiency (Saeed et al., 2021). In other words, Green Human Resource Management (GHRM) is a concept in the human resource management function in changing the way employees think and behave to better understand and appreciate the environment (Sitorus et al., 2022).

Managerial involvement and employee empowerment play an important role in the success of Green Human Resource Management (GHRM) and influence employees' green behaviour. According to Zhang et al. (2019), managerial engagement in GHRM refers to active support from management in encouraging environmental practices in the workplace (Keong, 2020). This form of involvement can be seen through various activities such as providing environmental training, providing information about the company's sustainability goals, and encouraging green initiatives. With high engagement from managers, employees are more likely to understand and internalize the company's green values, further strengthening their commitment to green behaviour in the workplace (Friska et al., 2023).

In addition to managerial engagement, employee empowerment also plays a role in driving employee engagement in green practices. Employees who feel empowered and have autonomy in performing their tasks are more likely to take the initiative to contribute to green initiatives beyond their formal responsibilities. Zhang et al. (2019) found that employee empowerment increases their motivation to engage in extra-role green behaviours, such as reducing waste, saving energy, and innovating environmentally friendly work practices. In other words, when employees feel supported by management and have the freedom to implement green ideas, they will be more proactive in behaving in accordance with the company's environmental goals.

The research on green human resource management (GHRM) and its impact on Environmental Performance (EP) has revealed diverse findings. Aggarwal and Agarwala (2023) identified a significant relationship between GHRM practices and EP, mediated by the "degree" of green Organizational Culture (GOC), while the dimensions of "diffusion" and "depth" had no significant mediation. While GHRM alone does not significantly affect Financial Performance (FP), its combination with Internal Environmental Management (IEM) yields better Corporate Reputation (CR), EP, and FP outcomes, with CR and EP acting as mediators. Bhatti et al. (2022) supported a serial mediation model where Perceived Organizational Support (POS) and Innovative Environmental Behavior (IEB) mediated the relationship between GHRM and EP.

Sakharina et al. (2020) emphasized that green training equips employees to address environmental issues effectively, aiding companies in achieving exceptional EP. Al-Swidi et al. (2021) highlighted the combined impact of GHRM, leadership, and organizational culture on employee green behavior and organizational EP. Shahzad et al. (2020) found that knowledge management processes, supported by acquisition, dissemination, and application, promote green innovation, which in turn drives corporate sustainability performance. Hameed et al. (2020) noted that green employee empowerment mediates the effect of GHRM on Organizational Citizenship Behavior for The Environment (OCBE), moderated by individual green values.

Zhang et al. (2019) discovered that GHRM mediates the relationship between green transformational leadership and green innovation, indirectly impacting corporate EP. Mahmood & Nasir (2023) examined GHRM practices in Pakistan's hospitality sector, finding that while green training positively relates to its implementation, its direct impact on sustainable performance across social, economic, and environmental dimensions is limited. Singh et al. (2020) similarly

linked GHRM with green innovation and EP through mediation by green transformational leadership.

Veerasamy et al. (2024) showed that participation, involvement, and training strengthen the positive influence of GHRM on employee green behavior. Dewanti and Emilisa (2023) found significant relationships between GHRM and green self-efficacy, as well as between green self-efficacy and green creativity, though green perceived organizational support had no significant effect on green creativity. Saeed et al. (2022) reported that Green Supply Chain Management (GSCM) mediates the relationship between GHRM and EP.

Afzal et al. (2023) demonstrated that GHRM positively influences EP and environmental strategies, with green innovation serving as a mediator. Andjarwati et al. (2019) observed no significant correlation between environmental sustainability and green training and development, though other aspects of GHRM were impactful. Jehan et al. (2020) identified a positive relationship between GHRM practices, green training, and environmental sustainability, emphasizing the role of green compensation and rewards. Sitorus (2022) found that while skills and employee engagement correlate positively with performance, GHRM shows no direct impact.

### **3. Methods**

Research methodology employed in this study is a literature review on Green Human Resource Management, which encompasses a variety of literature types that address this issue and the most recent advancements in a certain field. A literature review is a scientific study that serves as the foundation for other studies, such as research reviews, integrative reviews, and research synthesis. An in-depth examination of new knowledge, trends, and recent advancements in each field is referred to as research synthesis, research review, and integrative review. Literature review approach was selected because to its capacity to advance and close gaps in earlier studies. The process of choosing data sources involves locating a variety of pertinent literature sources for environmentally friendly human resource management and corporate environmental performance. Research criteria by defining precise standards for choosing works of literature from the past five years that are pertinent to the subject of environmentally friendly human resource management. The selection process involves sifting through the material based on preset standards. Literature research and data collection are the methods employed in this study. Information that satisfies the requirements will be collected in accordance with the goals of the study. Measurement and Operational Variable Definition This study employed variable measurement to examine the relationship between Corporate Environmental Performance (CEP) and the idea of Green Human Resource Management (GHRM).

### **4. Results**

Research is now fostering the idea that HRM activities and business environmental performance are favorably correlated. Research indicates that increasing environmental performance necessitates recruiting more employees since they are more environmentally conscious and hence more willing to participate in environmental initiatives. According to Al-Swidi et al. (2021), GHRM refers to HRM practices that have an ecological and environmental impact on the business and are essential to both the company's environmental strategy and environmentally conscious employee behavior. Employees are encouraged to adopt eco-friendly practices via GHRM implementation, which raises EP. Businesses that are considerate and dedicated to preserving ecosystems must keep looking for a better

fit between GHRM-based procedures and maintaining the principles that are vital to environmental preservation (Aggarwal & Agarwala, 2023).

Green Human Resource Management has emerged as a key area of emphasis for businesses looking to incorporate environmental sustainability into their plans. Developing staff abilities in environmentally friendly behavior and conducting green work analyses are only two examples of the many procedures covered by this notion. There are three primary components to GHRM practices: enhancing staff capacities through green training, inspiring employees to operate in a green manner, and expanding green possibilities through employee participation in the company's green initiatives (Hameed et al., 2020). An appropriate framework in this situation is offered by the Ability-Motivation-Opportunity (AMO) theory (Pratama et al., 2023). The goal of GHRM is to boost employee contributions to corporate sustainability goals by emphasizing competence development (especially through Green Training), employee intrinsic motivation, and expanding opportunities to participate in corporate green projects. Green HRM methods like green hiring, green training and development, and green performance management have a direct impact on workers' environmental consciousness and capacity to embrace eco-friendly workplace practices (Zhang et al., 2019). Green training can help employees become more committed to green practices by giving them the chance to engage in practical environmental activities in addition to learning about environmental challenges.

Green Human Resource Management (GHRM) plays an important role in increasing employee involvement in environmentally friendly activities in the workplace. In a study by Singh et al. (2020), it was found that the implementation of GHRM practices, such as sustainability-focused training and development, created employee awareness and commitment to the company's green initiatives. When employees gain a better understanding of their role in supporting sustainability, their involvement in environmental activities increases significantly. This finding is supported by Veerasamy et al. (2023), who stated that employee participation and engagement directly mediate the relationship between GHRM and employee pro-environmental behaviour. That is, effective GHRM practices not only increase knowledge about sustainability, but also strengthen employees' sense of belonging to the company's environmental goals, which makes them more encouraged to engage in green activities. Although various studies show a significant positive relationship between GHRM and employee engagement, there is a study that states that although GHRM has a positive effect on confidence and organizational support for the environment, its effect on employee green creativity at a multinational logistics company in East Jakarta is not very significant (Dewanti & Emilisa, 2023). This study indicates that although GHRM can increase awareness and support for environmental issues, it is not enough to trigger meaningful creativity in green innovation in the workplaces studied.

According to studies by Yafi et al. (2021) and Saeed et al. (2022), green training enhances organizational performance by preparing diverse and multitalented individuals by boosting their knowledge, competencies, and abilities necessary for creativity. Employees who get training might benefit from learning about challenges linked to their jobs and skills that will help them finish assignments. Environmentally friendly HR management and ecological improvement research show a significant correlation between HR practices and business performance and efficiency (Saeed et al., 2022). Training employees is essential to empowering them to use their newly gained knowledge and abilities to make informed GHRM decisions (Afzal et al., 2023). The implementation of green practices is therefore promoted, and GHRM includes a few other crucial elements, such as ecologically friendly training and development. As a result, the process of equipping staff members with diverse abilities to enhance the direction that is crucial for organizational innovation is known as training.

Research by Jehan et al. (2020) indicates that employee involvement in GHRM practices has a significant impact on corporate environmental sustainability. Employees who are actively involved in green initiatives in the workplace, such as recycling or waste reduction programs, exhibit pro-environmental behaviours that support improved corporate environmental performance. These results emphasize the importance of employee engagement as a key element in achieving sustainability, by showing that engagement not only increases employee awareness of environmental issues, but also encourages positive concrete actions for the company. In addition, Sitorus, (2022) found that employee engagement plays a significant mediating role in improving organizational performance through GHRM practices. The study showed that when employees are involved in environmental activities and empowered to contribute, this contributes positively to the achievement of CEP. In other words, employee engagement helps bridge corporate green policies with tangible environmental performance outcomes, amplifying the positive effects of GHRM practices on organizational performance. Leadership support and an organizational culture that supports sustainability are considered important to strengthen the impact of engagement on environmental performance. Without the support and encouragement of pro-environment leaders and a conducive work environment, employee engagement may not be strong enough to deliver significant results on CEP. Overall, while employee engagement generally has the potential to improve a company's environmental performance, its success often depends on greater organizational support.

This research aims to identify Green Human Resource Management (GHRM) practices that effectively improve Corporate Environmental Performance (CEP) and to better understand the relationships involved. Based on a systematic review, key GHRM practices have been identified: green training, employee engagement, green recruitment, and green performance management, each of which contributes to a company's environmental goals. These practices were shown to significantly impact CEP by promoting sustainable behaviours among employees, thus aligning human resource policies with environmental goals and creating an environmentally conscious workforce.

The results highlight that skill-building practices such as green training are critical in building employees' environmental competence, which in turn increases their capacity to engage in sustainable behaviours. Motivation-enhancing practices, including green performance management and recognition for environmentally supportive behaviours, further encourage employees to prioritize environmental goals. Finally, opportunity-enhancing practices such as employee involvement in green initiatives empower individuals to actively contribute to environmental sustainability within the organization. These findings are in line with previous research that emphasizes the importance of integrating environmental considerations into HRM practices to encourage a workforce that supports and promotes environmental goals (Zhang et al., 2019; Sakharina et al., 2020).

For practitioners, the results of this study provide actionable insights into how GHRM can be structured to improve CEP. Organizations looking to improve their environmental performance should prioritize green training and employee engagement, as these practices have consistently been shown to produce positive results. Green training ensures that employees have the necessary skills and knowledge to identify and act on environmental issues, while engagement in green initiatives builds commitment and fosters a sense of responsibility towards environmental goals. Additionally, when implementing practices that increase motivation, organizations should consider using non-monetary incentives and recognition for green behaviour, as these can strengthen intrinsic motivation without undermining it. Tailoring these practices to align with an organization's specific environmental goals can further optimize their impact on CEP.

While this study provides important insights, it has limitations that suggest directions for future research. This study primarily focused on high-level GHRM practices and their general impact on CEP, without examining specific industry contexts or variations in organizational size, which may impact the effectiveness of GHRM practices. Future research should explore these contextual factors and investigate how industry-specific challenges or organizational characteristics may alter the impact of GHRM practices on CEP. In addition, although the AMO framework effectively explains the impact of GHRM on CEP, further research could integrate other theories, such as the Resource-Based View, to assess how GHRM practices contribute to building sustainable competitive advantage through environmental performance.

## 5. Conclusion

The results of this study confirm that Green Human Resource Management (GHRM) is a transformative approach that significantly enhances Corporate Environmental Performance (CEP). Through practices such as Green Training, employee engagement, and supportive leadership, GHRM creates a framework for companies to align their human resource functions with environmental sustainability goals. This alignment allows organizations to foster a culture of environmental responsibility, equipping employees with the skills and motivation needed to adopt and advocate for sustainable practices. GHRM not only facilitates immediate improvements in environmental performance but also provides a strategic pathway for long-term competitive advantage in the marketplace. By promoting eco-friendly behaviours among employees and embedding sustainability into corporate culture, organizations can achieve a positive corporate image and reputation, attract sustainability-conscious customers, and meet regulatory requirements more effectively. The implications of this study are particularly relevant for companies aiming to develop sustainable business models. Future research could explore additional components of GHRM, such as green recruitment and compensation, and their impact on environmental and financial performance. Furthermore, longitudinal studies may reveal the long-term benefits of GHRM and provide insights into how companies can sustain and expand their commitment to environmental stewardship. Ultimately, this study illustrates that GHRM is not only an operational tool but a strategic imperative for companies that seek to contribute meaningfully to environmental conservation while achieving sustainable business growth.

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