

The Role of Green Human Resource Management in Enhancing Employee Engagement and Environmental Performance

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Abstract:

The present investigation centers on the function of Green Human Resource Management (GHRM) in augmenting environmental performance and employee engagement. Organizations use GHRM as a strategic method to deal with environmental concerns that arise from both the inside and the outside. The goal of the study is to emphasize how important GHRM is to creating an ecologically conscious and sustainable workplace. Organizations can enhance environmental performance by lowering waste generation and pollution levels, prioritizing employee engagement, and establishing a safe and healthy work environment. In order to determine whether GHRM, employee engagement, and environmental outcomes are related, the study looks at these relationships in the hopes that applying green practices will increase organizational profitability. In order to avoid greenwashing and match HRM tactics with environmental concerns, the GHRM idea is essential. By underlining the benefits of businesses' environmental actions and the contribution of GHRM in recent advancements, this study adds to the body of literature.

Keywords: Green Human Resource Management, GHRM, employee engagement, environmental performance, waste reduction, pollution reduction

1. Introduction to Green Human Resource Management

The reduction of waste and pollution shows the relationship between government and the environment. The main objective is to articulate the main role of GHRM between the reduction of waste and pollution. The GHRM tactic identifies a diversified environmental difficulty that functions at an inner and external organizational level. It articulates some significant prospects towards organizations, indicating that an environmental, healthy, and safe workplace could be considered an important tactic in the future. The combination is prearranged as follows: reducing environmental tribulations by straining on employees leads to an environmental background and increases employee engagement that will result in high levels of environmental cost submitted by organizations. This reduces waste production and pollution. Overall, the use of this green strategy will expect to increase the profit of organizations.

Green Human Resource Management (GHRM), which was launched in 1990, depicts

the Human Resource Management (HRM) strategies of organizations when internal and external environmental problems arise. The proposition and validation of the concept are crucial for the hindrance of greenwashing. Due to the current environmental interest, the HRM approach is considered to have special importance. The overall aim of this incentive is to explore the role of GHRM in the recent developments. Environmental subjects arise during the literature review, but the articulation of this positive side of the companies has not been broad-spectrum. (Paulet, Holland, & Morgan, 2021); (Fachada, Rebelo, Lourenço, Dimas, & Martins, 2022); (Khan & Muktar, 2020).

1.1. Definition and Conceptual Framework

As an offshoot of HRM in practice, HRM scholars have become increasingly interested in the concept of GHRM but there is a general unwillingness to grapple the future of HRM research in the next decade. The purpose of this white paper is to outline an agenda for future research in taking up the notion that Dr involvement in CSR is best conceptualized from a strategic perspective but seeking to critically appraise what progress has been made in exploring the GHR challenges and opportunities to date. Furthermore, through engagement in green activities in the HRM area, HR scholars can connect with pressing societal and ethical concerns and contribute to the body of cross-disciplinary knowledge. (Dibia, Oruh, Anderson, & Dirpal, 2020); (Chaudhary, 2020).

A post-modern emphasis shows the influence of greening policies on the organization of work. A green HRM viewpoint sees the need to empower employee application for development and an active concern for cross-company sustainability in relation to particular work and employment structures and processes, as well as for differing levels of organization at the societal level. The role of Green HRM has focused on the impact of the environment on the labor market such as the relationship between labor market flexibility and attraction and retention of particular employees. The competitive advantage of Green HRM is its importance in employee and HRM research. The evidence linking GHRM outcomes in a broad way to organizational-performance related variables, such as innovation, financial performance and reducing costs is starting to gather pace. The underlying assumption here is that GHRM policies and practices have an indirect impact through its impact in changing individual and organizational attitudes and behaviors. (Ribeiro, Gomes, Ortega, Gomes, & Semedo, 2022); (Rubel, Kee, & Rimi, 2021); (Benevene & Buonomo, 2020).

2. The Relationship Between Employee Engagement and Environmental Performance

The relationship between employee engagement and environmental performance has been put forward as the rationale for a concept that meets the end of ambition. As a framework, the concept is based on the idea that the involvement of company employees can trigger attempts to achieve strategic intentions and advertise environmental performance. A list of activities, a decision of the entire department, clarifying the activities, and environmental citizens' welfare can also serve as evidence in the field. Organizations using

green technology to cut waste generation or pollutants and cognitive industrial organizations' catalysts focus on higher environmental management issues. The implementation of strategic environmental management in organizations reflects socially concerned behavior and a preference for using capabilities. Overall involvement suggests that in order to effectively advance a modern, dynamic industrial axial impedance society, companies at an environmental level should be more engaged with their workers at breakpoints. It can establish a pattern of continuous growth in corporate environmental strategies and knowledge. So far, the organization typically uses short-term individual financial benefits in the form of environmental charges and bonuses, not full work disclosure in the green industry - to set up participants with the organization. Organizations using volunteer employees also support employee engagement through global communication, the setting of equipment and tasks, and the development of new and engaging human resource management systems that provide the skills to change governments and denials that volunteered by employee choice and motivation. Those who work with environmentally friendly organizations in friendly corporate policies are largely expensive for paying attention to their own participation. Staffs are attractive, usually voluntarily select, and set and create work for environmental businesses that comply with policy-based economic guidelines. The result is a commercially motivated response and coordination of voluntary initiatives aimed at uniting the administration. (Jirakraisiri, Badir, & Frank, 2021); (Su, Gong, & Huang, 2020); (Pereira & Mohiya, 2021); (Nazir, Islam, & Rahman, 2021).

One of the characteristics of today's changing business environment is the focus on employee engagement. Major theoretical approaches have stated that some potential strategic systems and functions are designed to influence strategic employees and other experts throughout the organization to participate effectively in the company. If inclusive management, bonding prospects, and shared objectives, etc. are integrated into the culture of the company and are part of the values and frameworks of the company, every individual needs to incorporate these perspectives into the overall work of the company. Interest of individual incentives in the performance of green roles of human behavior. The management of personnel at Green emphasizes that that is, the HR department can make a collection. Environmental operations, to produce a dynamic organizational culture conducive to the adoption of environmentally conscious behavior and make a strong commitment to its own goals and interests reflect the interest of its employees in the important role of working with staff. An engaged employee, known as the first respondent and the person who makes the additional effort, is devoted to their employment. Organizations use employee engagement to achieve their strategic environmental motivations through their organizational goals because happy employees have been linked to indications of company equity. Employee participation in the goals of the company can be expected to lead to excessive shareholder performance through an emphasis on participating in environmental values. (Byrne, 2022); (Fidyah & Setiawati, 2020); (Sharma & Kumra, 2020).

2.1. Theoretical Underpinnings

Linking the AOS model with the systems-based approach clarifies the mechanism through which employees engage with environmental performance via discretionary behavior, thereby providing an understanding of the theoretical constructs and models. The following section develops a range of hypotheses that deduce the outcomes of these models, a clear deduction given all systems are inputs into the environment. The theory therefore clarifies the mechanisms through which employee engagement initiates sustainable initiatives in the workplace, offering pragmatic insights. (May, Hao, & Carter, 2021)

The relationship between employee engagement and environmental performance is conceptualized within the framework of social exchange theory, specifically the actions on the self (AOS) model. The AOS model proposes that the values and behavior orientations of an employee are represented as inputs that engage the self within a person, which in turn tends to predispose them to the exchange of behavior with others. According to the AOS model, the interaction of quality LMX relationships will lead affect-based trust to develop between both parties. Indeed, employee engagement has been posited to foster good quality relationships and thereby elicit trust-based exchanges with the employer which influence an employee's extra-role behavior towards the organization. According to social exchange theory, employees who are engaged can be motivated to 'go the extra mile' by engaging in employee citizenship behaviors such as employee-driven innovations. Further, engaged employees are loyal, productive, more likely to innovate, and take ownership over their company, thus driving the pursuit of the organization's overall goals. As such, the model embeds the role of employee engagement in influencing discretionary behavior that supports the greater good, i.e., environmental regulation. The majesty of the AOS model is based on diffusion theory, as it argues for the existence of a self-regulatory system guiding behavior. (Frare, Colombo, & Beuren, 2022); (May, Hao, & Carter, 2021); (Dang, Liu, Deng, & Mao, 2024).

3. Key Practices of Green Human Resource Management

Green Human Resource Management consists of policies, practices, and systems to build capacity which is essential in making the relationship between people and the organization socially, environmentally, and economically responsible for achieving objectives of an organisation. It is more about employee influence and participation in setting proactive and reactive strategies to develop a green culture and also internal and external capabilities to support them. Human resources are first divided into hard and soft models. Hard HRM benefit is known but hard HRM is not appropriately used because of change management. Most importantly, if the costs associated with layoffs come to a halt, the elements of the human resource system will be vital. Some human resource techniques show the green model to fulfill ecological requirements. Managerial and employee activities can also be explained that promote environmental performance. A person who performs the recruitment and selection activities in an organization that attract, build, and encourage employees will produce an organization with a competitive advantage that is environmentally and socially constructive. (Mousa & Othman, 2020); (Adriana, Fahira, Nailissa'adah, & El Maula, 2020); (Malik, Cao, Mughal, Kundi, Mughal, & Ramayah, 2020); (Nisar, Haider, Ali, Jamshed, Ryu, & Gill,

2021).

The present research is one of the contributions to the literature since it investigates the impact of Green Human Resource Management on employee engagement and environmental performance. The paper reviews the factors influencing employee engagement and environmental performance. It explains the role of Green HRM in enhancing employee engagement and environmental performance of the organization as well as the society through its successful implementation in and across organizations.

3.1. Recruitment and Selection

The organisation can assess this only if it is able to: make explicit its policies regarding the environment; articulate how these policies are enacted within the HRM system, particularly with respect to attraction, selection, and retention; provide evidence of these enacted policies; develop system- and actor-based approaches to managing the inconsistencies and gaps between espoused and enacted policies; and develop appropriate neo-material cultural metrics that enable the quantitative analysis of environmental engagement. For this reason, virtual environments typically fail to replicate the quality of moral recognition and mutual learning that actual face-to-face interactions provide. To some extent, they are also able to provide evidence of a green approach in selection through the narratives of the employee testimonials that they provide in recruitment... (Al-Swidi, Gelaidan, & Saleh, 2021); (Fawehinmi, Yusliza, Mohamad, Noor Faedah, & Muhammad, 2020); (Ababneh, 2021).

As indicated by current empirical reports, in the NHS and higher education institutions, key job focus areas when attracting staff are those ideals of society that are driven by environmental sustainability, an engaged workforce, and a focus on ethical values in the selection of staff. There is no one-size-fits-all when it comes to making green recruitment and selection choices that provide a competitive advantage. Geber highlights that care must be taken in the pre-selection phase of recruitment to ensure that job postings are not only perceived as representing an organisational commitment to acting in a socially and environmentally responsible manner, but that bottom-line benefits and advantages to the individual job well-being and job performance can be mutually achieved. (Anderson, et al., 2021); (Hemmings, Buckingham, & Palmer, 2021); (Edwards, et al., 2022).

3.2. Training and Development

T&D must also be directed at promoting employee learning or knowledge transfer. This is important because employees must acquire new knowledge and skills to keep in tune with advancing technologies and increased competition. At Monsanto, employees are required to complete training in ethics. This is part of the company's commitment to global integrity and helps employees "navigate the 'gray areas' that they may encounter in their day-to-day business." Bayer also needed to invest in training managers and professional staff in its new values, such as passion for innovation. Training typically refers to teaching new people what they need to know when first recruited or requesting them to master new concepts. It

increases their skills but also facilitates the performance of the jobs they are hired to do. Most organizations thus emphasize training exercises in certain standards and conditions to establish a standard level of efficiency in their labor to achieve sustainable performance. According to (Glenna & Bruce, 2021), "the basic information on the nature of work is necessary to enable them to perform in an effective and efficient manner. Thus, training refers to this basic introduction of job information and skills." (Glenna & Bruce, 2021); (Elmore, 2021); (Gillam, 2021).

Another important concept in HRM practices is training and development. Through training programs and other developmental initiatives, organizations can improve the competencies of their employees in the most effective green HRM activities. Training is also seen as a process of adjusting, maintaining, upgrading, or correcting the skills needed to achieve the goals expected by organizations. This is in line with the notion that "training is about skills or behavior change in the direction desired by the organization." Training must center on enabling employees to benefit the organizations that train them. This implies that organizations may use training to transform unskilled employees into skilled employees and skilled employees into more highly skilled workers. Finally, organizations utilize T&D to drive employee behavior in the desired direction. Training and development can also send employees or new hires a message about the organization's objectives, strategies, and the extent of the organization's interest in its human resources. (Gull & Idrees, 2022); (Veerasingam, Joseph, & Parayitam, 2023); (Hameed, Khan, Islam, Sheikh, & Naeem, 2020).

4. Measuring the Impact of Green HRM on Employee Engagement and Environmental Performance

The effectiveness of GHRM practices can be directly measured through interviews or focus group discussions. The ability of employees in taking part in sustainable initiatives, communicate and collaborate across different levels of sustainable practice within the organization, and the sufficiency of policies to lead the organization towards the direction of sustainable execution are all based on qualitative measurements. As GHRM is a relatively new concept, there are no standardized methods for measuring EP in relation to sustainable conflict. Yet, the firm may compare results across time, or between different parts of the organization, or between different firms. Given the nature of qualitative assessment methods applied in measuring policy effectiveness, it is still not clear the most effective methods to measure policies effectiveness and GHRM impacts, organization size, and industry, as they may influence the outcomes being measured. (Hameed, Khan, Islam, Sheikh, & Naeem, 2020); (Muisyo, Qin, Ho, & Julius, 2022); (Saeed, Rasheed, Waseem, & Tabash, 2022); (Ercantan & Eyupoglu, 2022).

A number of studies discussed GHRM and the outcomes of its implementation, yet there is no consensus on why organizations adopt GHRM, or on the methods and approaches that can be adopted to measure its impact on EE and EP. This section discusses the methods used and approaches that can be adopted to measure the impact of Green Human Resource Management (GHRM) on employee engagement (EE) and environmental performance (EP).

In general, there are three approaches for assessing the impact of GHRM on EE and EP – quantitative, qualitative, and theoretical. In quantitative studies, researchers try to examine the impact of green HRM policies on EE and EP by proving statistical analysis. While in some other qualitative studies, EE and EP are self-reported, perceptions of the workforce using an interview or focus group method.. (Mehrajunnisa, Jabeen, Faisal, & Mehmood, 2022); (Zhu, Tang, Wang, & Chen, 2021).

The quantitative research method focusing on the purpose of the research and objectives has been employed in these two steps. The surveys were developed to obtain data on impacts of GHRM on employee engagement and environmental performance from upper, middle, and lower-level employees to deal with common method bias and for the broad evidence. The main reason to follow this wide methodological approach is a paucity of empirical research on the quantitative or qualitative research method about the impacts of GHRM in improving employee engagement in a pro-environmental setting and the consequent outcomes on environmental performance.

5. Challenges and Opportunities in Implementing Green HRM

There can be a kind of corporate culture which is not ready for such transitions because of the fact that managers are more focused on profitability and do not pay much attention to environmental concerns. There is no motivation to appropriate the culture which finally believes in harmony between business operations and natural resources due to the fact that none of the person thus nominated by the management believes in it, which leads to the fact we do not possess the necessarily individual to set our vision into motion. Perhaps the individual who believes in environmental needs will finally obtain the managerial position and satisfaction, but there will be a collision in culture before he gets the initial thumbs-up. The challenge seems enormous and we are either keeping those who are not favoring our cultural transformations thus by replacing various employees with the individuals who demonstrate potential, or by meeting in the middle and trying to create some plateau. There is little or no chance that environmental integration man would be hired at the stage of mid-level management under the prevailing culture. Just like in the case of discussing safety or ethics, the term is used excessively, but in reality nothing actually occurs. Calls to managers often yield a gesture that something is already in progress. We can become dedicated to integrating the environmental concerns into the corporate culture, but there will always be obstacles due simply to the fact that there are parts of the culture which we cannot easily identify and fix. Some managers argue that they do not believe in corporate culture as anticulture, and the environmental aspect can easily be integrated without requiring any major changes since business culture dictates only the ultimate goal. Some managers have been arguing that in case of businesses, it is not the culture which poses barriers but rather the attitudes and behavior belonging to individuals. These managers argue that personal resistances toward changes are more or less deeply entrenched than any sort of organizational culture, scattered around the organization or who it predominates. (Shabbir & Wisdom, 2020); (Camilleri, 2022); (Gangi, Daniele, & Varrone, 2020); (Hadj, 2020).

In contrast to the careful and systematic documentation of the components of GHRM, few studies have been conducted which systematically address the conditions that must be met in order to facilitate the correct implementation of these practices. The existing real experiences in some organizations have shown that the use of GHRM cannot be thought of as an avalanche of hundreds of green initiatives throughout the organization. The implementation of these avoidances may also require time and progressive integration before they consolidate over time. As we have already seen in other situations in which a new and transversal concept is launched, the implementation of which is complex and difficult, one or more barriers associated with the implementation of GHRM, GHRM and in general all sustainable GHRM implementations, can join together. Van, Zin and Milliman, in their research conducted with workers, identified the following as some of the main barriers associated with the implementation of the organizational culture in such a way that it should evolve towards greater respect for the environment: (Carballo-Penela, Ruzo-Sanmartín, Álvarez-González, & Paillé, 2023); (Benevene & Buonomo, 2020).

Barriers to Adoption

(Hameed, Khan, Islam, Sheikh, & Naeem, 2020); (Ahmed, Guo, Qureshi, Raza, Khan, & Salam, 2021) suggest that the implementation of HRM practices can be thwarted if employees view the firm as lacking a genuine commitment to these practices. Nishii and Wright (2008) and Ramlall (2004) report suggestions that employees may question the motives of the organization by suspecting a 'fundraising' or 'window-dressing' activity for the benefit of consumers and organized labor. In highlighting the list of barriers to adoption, Wells et al. (2006) contends that an overarching issue in facility-based environmental management/HRM process is a flawed mindset. (Ercantan & Eyupoglu, 2022) analysis is reinforced should employees and HR managers alike share the views that management is spearheading a 'cosmetic' green commitment for the marketplace, while the operating units continue with 'business as usual'. These responses were revealed in a study cited in Wells et al. (Hameed, Khan, Islam, Sheikh, & Naeem, 2020); (Ahmed, Guo, Qureshi, Raza, Khan, & Salam, 2021); (Ercantan & Eyupoglu, 2022).

Besides the extensive benefits to organizational, employee, and environmental outcomes that could result from implementing Green Human Resource Management (GHRM), organizations may face several barriers in adopting green practices. As several authors suggest, (Baquero, 2022); (Hubbart, 2023), employees may resist changes to the status quo because the consequences are otherwise unknown. This situation often leads to fear and uncertainty at the prospect of green-friendly change, thus reducing job satisfaction, ability to do work, productivity, etc. The stark reality is that organizations may face significant challenges in breaking down the resistance of those employees slow to abandon fossil-fuel power and similarly slow to embrace reducing waste and conserving energy in the workplace. (Hubbart, 2023); (Baquero, 2022).

Conclusion

This article examines the critical role of Green HRM in increasing employee engagement and environmental performance in organizations. The introduction establishes how green HRM requires practices that enable environmental integration across all HR functions, from recruitment and selection to training and development, performance management, and compensation. A review of the literature revealed a strong positive relationship between employee engagement and environmental performance. Employees interested in sustainability and environmental protection are more likely to exhibit pro-environmental behaviors that contribute to the organization's environment. Key Green HRM practices such as green training, green performance management, green compensation, and green recruitment were found to be important in fostering this relationship. The article also discussed how to measure the impact of Green HRM on these important organizational outcomes using analytics, statistics, and key performance indicators however, acknowledged the challenges that organizations may face in developing comprehensive green HR systems with change resistance, lack of commitment of the management and the need to make financial and technical investments. Despite these obstacles, evidence suggests that organizations that successfully adopt Green HRM are positioned to reap significant benefits. By empowering and engaging their employees in environmental stewardship, they can increase their environmental performance, become more sustainable, and set themselves up for success long-term in a more environmentally conscious working environment. So, Green HRM represents an important strategy for organizations looking to drive positive environmental impact, employee commitment, and strength of organizational effectiveness.

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