

# **The Green HRM Practices Influence on Green Behaviours of Employees**

## **Research Question:**

How does Green HRM practices influence on Green Behaviors of Employees?

## **Introduction**

Sustainable Development Agenda that must be achieved by 2030 has drawn the attention of all nations. Many businesses and organisations are using the notion of environmental sustainability in their business processes as a response to the problem (Fawehinmi et al., 2020). The transition from conventional company to environmentally friendly organisations is commonplace nowadays. Thus, the human resources must be trained to create and promote sustainable practices, such as recycling and energy conservation, when an organisation has to shift to sustainable business (Mishra, 2017).

The problem of running a sustainable business is then become the focus of HRM because it affects the organisation's environmental performances. However, the business can not rely fully on GHRM since the core issue is the employee. Therefore, according to (Rubel et al., 2021) it is important to develop employee pro-environment behaviour, especially green service behaviour.

Management of the Human Resource is assigned to transform the convenience organisation behaviour into green behaviour for sustainable business practices. Thus, Green Human Resource Management (GHRM) is the key driving force for encouraging the workers (Rubel et al., 2021). Therefore, this literature review is purposed to examine on how Green HRM has an effect to transform the employee behaviour into green behaviour.

Rubel et al. (2021) article is the primary source since it obtains more information focused on the GHRM and green behaviour. The literature review describes the key concepts from those articles and elaborates the applications. Eventually, the writer will evaluate the articles with critical comparison as well as limitations.

Four research articles related to GHRM, and green behaviour are primarily reviewed together with additional articles. On their research, Rubel et al. (2021) analysed how the mediating role of sharing green information played in the relationship of GHRM and green service behaviour. The findings indicated that GHRM has an important impact to green in-role and extra-role service behaviour. Mishra (2017) examined GHRM practices in term of status and challenges to build

sustainable organisation. The status of green HR strategies, such as environmental training, green recruiting, performance evaluations, employee participation, and remuneration, is highlighted in this report. Amjad et al. (2021) investigated the strategies for improving organizational sustainability. According to the study, the GHRM practices are essential for maintaining organizational sustainability and environmental management. (Fawehinmi et al., 2020) concerned about the relationship between knowledge development and employee behaviour in human resource management. Thus, the study investigated how environmental knowledge mediates how GHRM influences employee green behaviour.

### **Review of Key Management Concept**

The key concept of this review is the practice green HRM which will be examined whether GHRM can influence the employee green behaviour and which is the effective way to influence the employee in changing their behaviour at workplace. Furthermore, the study is going to analyze which concept of GHRM is efficient to be done for HR in the sustainable business.

Green HRM can be classified based on its green concepts consist of in the proses of recruitment, education and training, administration of rewards and participation. Tang et al. (2017) defined GHRM as a practice which puts much effort to promote the 'green' lifestyle in workplace environment such as environmental efficiency in an organization, educate the employee about green behaviour, and demonstrate a dedication on environmental problems. Furthermore, according to Xu et al. (2018), GHRM also known as sustainable HRM. The challenge for Sustainable HRM is how to adopt sustainable practices, create sustainable policies which effect on business performance and employee outcomes. In addition, the function of GHRM in a sustainable business is to provide training and development for the employee to gain knowledge and capabilities, and also give award to employee as a stimulation to develop the green behaviour (Mariappanadar, 2019).

Green Behaviour is be classified into two consist of extra-role behaviour and in-role behaviour. Extra-role behaviour is defined as attitude surpasses the expected responsibility, for example, switching off the lights, using less paper, turning off the computer when not is use; meanwhile, in-role is explained as behaviour required when doing the responsibility in the role given by the organisation; for instance ensuring toxic waste is disposed based on organisation and government policy (Rubel et al., 2021). However, Abe (2021) argued that employee green

behaviour simply means environmentally friendly behaviour aimed to decrease harm to the environment.

## **Review of Research Findings**

Rubel et al. (2021) as the primary article examined the affect of Green HRM on the green behaviours including in-role and extra-role behaviour of the employee. Through 365 samples of data collection, the findings presented that GHRM giving positive direct influence on the green behaviour of the employee. GHRM is proven to encourage and facilitate the green information to the employees. Similarly, Dumont et al. (2016 cited in Renwick, 2018) argued that GHRM can influence in-role green behaviour both using direct and indirect method, meanwhile, extra-role green behaviour only can be developed through indirect approach such as using the mediator of psychological climate. Through GHRM practices, an organisation exhibits its commitment to the environment, thus, information about sustainability will be spread through employee development of green knowledge. In addition, employee identity is influenced by GHRM through the encouragement of green knowledge sharing to fellow workers which affect the employee's response to green behaviour. Furthermore, the responsibility of GHRM also includes changing the employee's way of thinking and ensure that all employees meet the organisation's sustainability goal to connect between the corporate expectations and employee's actions. Thus, green behaviour of the employees is important to support the organisation achieving environmental management (Rubel et al., 2021).

Mishra (2017) investigated the current state and difficulties with GHRM techniques to create sustainable organisations. After 2 phases of conducting research, the findings showed that Environmental training, green hiring, performance evaluation, employee participation, and pay are examples of green human resource strategies. Even though all of the organisations tried to increase awareness throughout the study by unofficial means such posters and internal campaigns, only three organisations that provided environmental training. The results imply that it is need further research to fully apply GHRM approaches for promoting environmentally friendly behaviour in the workplace. Data analysis also reveals that in order to encourage green practices among employees, senior management support and cross-departmental learning are essential. The result also supported by Shen et al. (2020) which promoting the employee green behaviours can be more

effective through GHRM policies, processes, and practices. However, GHRM practices is found out to be the most effective approach.

Amjad et al. (2021) investigated the underlying techniques for boosting organisational sustainability by the GHRM influence to the green behaviour of employee. The study's conclusions showed that GHRM methods including performance evaluation, incentive and pay, and training and development are significantly beneficial. The result supports Bai and Sarkis (2010) research which found out that employee performance can be upgraded by training. In addition, the study gave new insight for the managers on how to motivate the employee about environment issue effectively and more significant through training and development as the engagement method to ensure the employee performing sustainable practices in workplace.

Fawehinmi et al. (2020) are interested about how lecturers' environmental expertise might mediate the relationship between GHRM practises and employee green behaviour. Unexpectedly, the results showed that there is no connection between GHRM and employee green behaviour. However, the GHRM has affected the environmental knowledge indirectly. Thus, the study supported the previous study that GHRM might influence the environmental knowledge of the employee.

## **Conclusion**

The impact of GHRM on employee green behaviour has been discussed and analysed critically in the research articles reviewed in this post. However, this review has limitation on how many samples were used in each research and where the research was conducted. In general, the study from Rubel et al. (2021) has more detail information on how GHRM influence the EGB by employee development technique to construct the employee green behaviour. The result is supported by Amjad et al. (2021) which mentioned that training and development is the best way to effectively engage the employee to perform sustainable practices in the workplace. Similarly, (Mishra, 2017) discussed the challenges of GHRM practices to influence the employee of sustainable practices. However, in her study, it is stated that many organisations do not encourage the employee in a proper training, and only posters and internal campaigns provided which have indirect including insignificant influence on employee's sustainable practices. In contrast, Fawehinmi et al. (2020) research's findings are in contrast with the other studies since the result showed no direct relationship between GHRM with Employee Green Behaviour.

Overall, it can be summarized that the Employee Green Behaviour can be influenced by the GHRM practices if the HRM provides the training and development for the employees. In addition, green knowledge sharing to fellow workers is another method to influence the workers to adapt green behaviour in the workplace.

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