The Impact of Green Human Resource Management Practices on Organisational Performance

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Abstract. GHRM integrates environmentally friendly principles into human resource policies and strategies, positively impacting the environment and organisational outcomes. By adopting GHRM practices, organisations can enhance their reputation, attract and retain top talent, and increase employee engagement. Initiatives such as eco-friendly recruitment processes, training programs on sustainability, and green employee benefits contribute to a positive organisational culture focused on environmental stewardship. Furthermore, GHRM practices promote resource efficiency, waste reduction, and eco-innovation within the organisation. These efforts result in cost savings, improved operational efficiency, and increased competitiveness. GHRM also facilitates compliance with environmental regulations and reduces the risk of legal and reputational damage. Ultimately, the implementation of GHRM practices leads to improved organisational performance by aligning environmental goals with strategic objectives, fostering employee commitment, and gaining a competitive advantage in the marketplace. Embracing sustainable HR practices is essential for organisations seeking long-term success in the context of environmental challenges and changing societal expectations.
Keywords: *Green human resources, management, organisational performance, green practices, sustainability.*

Introduction

Relevance of the article

The protection of the environment has been a vital concern around the world in recent decades. Environmental performance refers to the degree to which the natural environment is protected in terms of the firm's output. The number of operations conducted through an organization in the domains of waste management, pollution control systems, recycling, and mitigating environmental releases can be used to assess its environmental protection and performance. The growth of sustainable development through environmental management, also known as GHRM (Green Human Resource Management), is quickly becoming an essential and critical research topic in today's research challenges. These problems have increased the push on businesses to create and implement green management by implementing environmentally sustainable processes and procedures (Prasad, 2013). Many firms strive to adopt a formal environmental organisational structure to attain development. Since the 1990s, this method has been recognised as one of the most important elements for achieving long-term development (Chan, 2010).

Level of problem investigation

It is difficult for employees to be environmentally conscious. Being green simply means that the personnel are completely aware of their surroundings and are environmentally conscious. Due to excessive work pressure and the attainment of specific targets, employees are oblivious of the existence of a green atmosphere. There is a lack of environmental responsibility among employees when they are at work. Even though the organisation has frequent training sessions for recently hired employees, they are only provided information about their tasks and responsibilities, and the management fails to create awareness about the need of environmental protection and maintenance.

Scientific problem

What impact can be found between green human resource management practices and organisational performance?

Object of the article – Green Human Resource Management practices and their impact on organisational performance.

Aim of the article – investigate Green Human Resource Management practices and their impact on organisational performance.

Objectives of the article:

1. To examine the concepts of Green Human Resource Management practices and organisational performance.

2. To access the links between Green Human Resource Management practices and organisational performance.
3. To investigate the empirical level of research on GHRM practices impact on organisational performance.
4. To design a research model of Green Human Resource Management practices and organisational performance.
5. Highlight the strongest factors influencing organisational performance after performing an empirical evaluation of the model of investigation of green human resource management practices and organisational performance.

Methods of the article
Scientific literature analysis, synthesis.

1. Theoretical aspects of green human resource management practices and their impact on organisational performance

1.1. Concept of Green Human Resource practices

Jabbour et al. (2013) note that Human Resource Management is important at many levels of the management system of the environment. Ahmad focuses on the HR management function, which includes people's actions such as the reduction of energy, recycling, and so on (Ahmad, 2015). In 2016, Wehrmeyer wrote in his book "Greening People: Human Resources and Environmental Management", which focused on greening firms through the collaboration of human resources and environmental management systems (Hazen, Boone, Ezell, & Jones-Farmer, 2014). "He defined GHRM as the application of HRMP to promote the efficient use of resources within organisations and, more broadly, to promote environmental sustainability causes" (Marhatta, & Adhikari, 2013). Green Human Resource Management is defined as "the process whereby companies manage the environment by developing environmental management strategies" (Lee, 2019). In these strategies, "companies need to strike a balance between industrial growth and safeguarding the natural environment so that future generations may thrive" (Massoud, Daily, & Bishop, 2008).

Sustainability and environmental issues are increasingly driving HRM practices, yet there are few resources in the literature and academic work on the subject. For instance, if HR practices are connected to environmental and sustainability challenges, organisations may experience environmental sustainability and positive performance (Marhatta, & Adhikari, 2013). The structure of GHRM is combined with human resource practices in recruitment (Grolleau, Mzoughi, & Pekovic, 2012), performance reward system (Jabbour, Govindan, Teixeira, & Freitas, 2013), green culture in an enterprise, and training and development (Unnikrishnan, & Hegde, 2007).

Green recruitment and selection
Recruitment, according to DeCenzo (2018), is "the process of seeking people to work for an organisation and encouraging them to apply for positions." It is the activity that brings job seekers and employers together. The hiring process begins with managers strategising and finishes with the collection of work employment. If the recruiting process is carried out by people who are involved in green HRM and have a professional background, it will be much easier to sensitise, educate, and inform them about green recruitment. According to Mills, & Smith (2011), a lot of corporations in Germany, for example, Bayer and Mannesmann, as well as Siemens, are attracting prospective and very ambitious individuals through cultivating a green appearance, and engaging in environmentally responsible activities.

Green training and development
Another GHRM practice that leads to the progress of Green Human Resource Management in organisations is green training and development. Environmental training is often viewed as a main instrument for human resource development (Jabbour 2013). Its goal is to build individuals' mindfulness and information on environmental issues, cultivate positive attitudes, support proactive greening activities, and foster abilities in waste reduction and energy preservation (Zoogah, 2011). To gain the most environmental advantages from the trainings, they must be tailored according to the employees' training needs (Cherian, & Jacob, 2012).

Green reward system

Green incentive systems are important for motivating employees and highlighting their substantial contributions to the organisation of the environment (Teixeira et al., 2012). Implementing incentives has the goal of achieving, maintaining, and motivating people to perform effectively while also recognising the need for environmental conservation (Lindstrom, & Vanhala, 2011). A green incentive process indicate aligning the reward structure to the company's strategies and practices for protecting the environment. Much research has found organisations attain good environmental performance by rewarding employees with commendation letters, promotions, professional advancement, bounces, cash, and presents, among other things (Opatha, & Arulrajah, 2014).

1.2. Organisational performance

Organisational performance is determined by its success. It is the capability of an enterprise to adequately apply corporate strategies to achieve organisational goals and objectives (Randeree, & Al Youha, 2009). Organisational performance is defined by a variety of factors, including the effectiveness of the business model, efficiency, and outputs (Boyatzis, & Ratti, 2009). Implementation of a company's strategy is a skill of an organisation's manager, and this has a fundamental influence on the success of the organisation. Cho, & Dansereau (2010) defines organisational performance as "a company's performance in relation to its goals and objectives".

1.3. The link between Green Human Resource Management practices and organisational performance

Several studies have revealed that various GHRM methods have a favourable and considerable effect on organisational and environmental performance. GHRM methods such as green recruitment, training, and rewards can help organisations enhance and sustain their performance while also gaining a competitive advantage (Tonelli, Taticchi Garengo, & Nudurupat, 2014; Richard, & Johnson, 2004). The model (Figure 1) displays the relationships involving Green Human Resources Management practices and organisational performance.
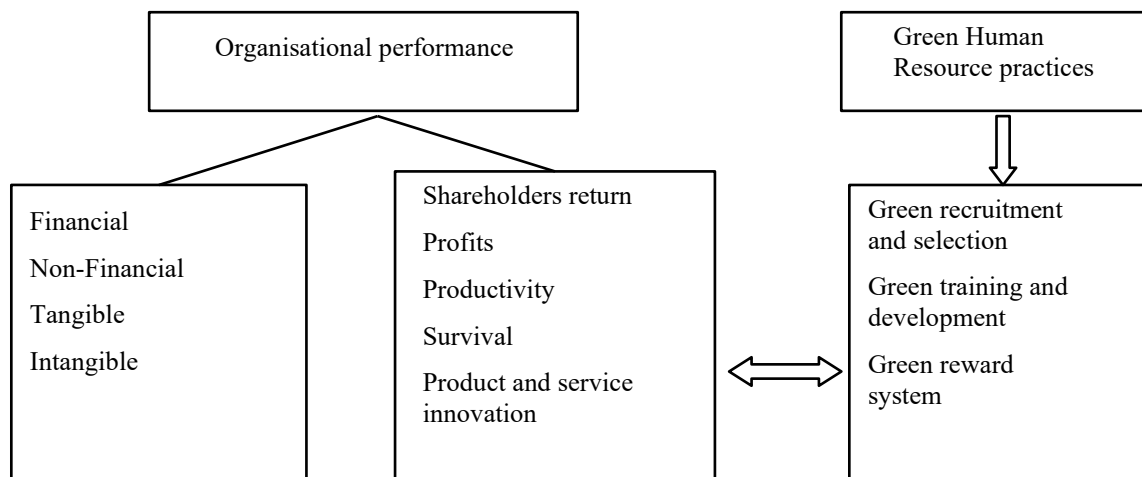
Source: created by the author.

Fig. 1. The relationships involving Green Human Resources Management practices and organisational performance

2. Empirical levels of research on Green Human Resource Management on organisational performance

The results of this study suggest that GHRM can improve employee commitment, motivation, and job satisfaction, all of which can boost organisational performance and competitiveness. Studies have demonstrated, for instance, that GHRM techniques like green hiring, green training and

development can boost employee engagement and lower attrition. Additionally, GHRM techniques like green incentives and rewards can raise worker performance and output.

Overall, the GHRM literature has demonstrated that incorporating environmental sustainability into HRM processes can enhance employee performance, organisational performance, and competitiveness. Since the business environment is becoming more sustainable, GHRM has the potential to be a crucial tool for organisations aiming to increase their performance and competitiveness.

Table 1

Analysis of research on the impact of Green Human Resource Management on organisational performance

Authors	Aim of the research	Tools used	Results
Roscoe, Subramanian, Jabbour, & Chong (2019).	The relationship between GHRM practices, the enablers of green organisational culture and the performance of a firm.	A questionnaire.	Green HRM methods such as hiring, training, appraisal, and rewards help to establish the enablers of green organisational performance.
Janaka, Xu, & Xiaobing (2018).	The analysis of Green Human Resource Management.	Interviews.	Green recruitment and selection mean attracting and appointing workers that have some know-how and background knowledge about green environmental management that can facilitate in the implementation of green strategies and policies, leading and contributing to achieve the environmental objectives of the organisations.
Zhao, Kusi, Chen, Hu, Ahmed, & Sukamani (2021).	The influencing Mechanism of Green Human Resource Management on Organisational Sustainable Performance.	A structured questionnaire.	Investigated the Green Human Resource Management (GHRM) and Corporate Social Responsibility (CSR) mechanisms for achieving long-term performance goals. The findings supported all proposed hypotheses and validated the study methodology.
Soo-Cheng, Idaya, Juliana, & Nadia (2021).	The examination of the impact of Green Human Resource Management (GHRM) towards the green lifestyle and worker's organisational performance.	Non–probability convenient sampling method and questionnaires.	Implementing GHRM policies has a significant and favourable effect on workers' organisational performance. GHRM practices were discovered to be unrelated to a green lifestyle.

Source: created by the author.

This article discovered in the literature that sustainable organisational performance is a critical need for businesses today. There are numerous organisational and employee elements that influence performance of the organisation, either directly or indirectly. Green Human Resource Management, on the other hand, will ensure that stakeholders' requirements and environmental responsibilities are met. GHRM practices contribute to the growth of biodiversity since they focus on the preservation and protection of natural resources, as well as the minimisation of waste. As a result, there is a strong relationship between socially responsible businesses, GHRM, and sustainability. To achieve greater organisational performance, the organisation must comply with the green aspect. For this investigation, a quantitative methodology was employed. The objective of a quantitative research strategy is to gain information through numerical measurement and statistical analysis of the collected data.

To highlight the vital factors that impact organisational performance, a structured questionnaire has been used to get primary data. It was designed to identify personal factors like the respondents' age, gender, marital status, department, and so on, however, the second section which is section B

contains information that was drafted to get the respondents' point of view on Green Human Resource Management towards organisational performance.

Conclusions

Firms nowadays are increasingly giving focus to the importance of implementing new strategies like integrating the sustainability of the business environment into HRM strategies. Therefore, researchers should focus on understanding the implementation of these practices and their impact on the performance of the enterprise. Organizational performance is an organisation's output that is comparable to its goals and objectives. The goal of this study is to improve organisational performance by adopting practices from GHRM. Many researchers have analysed the influence of GHRM practices on organisational performance. For example, the study done by Sami (2021) indicated that "Green HRM practices have a good influence on employee performance". However, many organisations still do not see that GHRM organisational practices like green recruitment and selection, training and development, and reward systems can improve organisational outputs, thereby increasing performance.

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