

# Enhancing Organisational Environmental Performance through the Implementation of Green Human Resource Management: A Literature Review

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## Abstract

The primary objective of research is to classify the available literature, focusing on the significance of green human resource management (GHRM) practises in relation to environmental management and organisational sustainability. The objective of this research is to examine the influence of human resource management practises, including training and development, performance appraisal, and reward and compensation, on the long-term viability of organisations. This investigation also aims to explore the mediating effect of environmental performance in this relationship.

**Keywords:** Green HRM, Organisational Environmental Performance.

## Introduction:

The prioritisation of greening companies and the preservation of environmental sustainability has emerged as a significant concern for decision-makers in the twenty-first century. This has led to a search for innovative alternatives to conventional human resource management practises. The active participation of employees is essential in promoting environmental sustainability inside businesses through the adoption of various eco-friendly practises [1]. Human resource management is widely seen as a potent instrument for advancing green and sustainable practises, particularly in the context of emerging research on green human resource management that places significant emphasis on environmental sustainability [2]. Consequently, there has been a growing scholarly interest in the role of human resource management in promoting environmental sustainability inside organisations, as seen by the proliferation of significant publications dedicated to this subject [3,4,5]. Environmental actions are being implemented by organisations worldwide at an escalating rate.

Recent study has produced findings that highlight the significance of employees' behaviours, therefore establishing this topic as a novel area of investigation [6]. According to Dumont, Shen, and Deng (7), the examination of the impact of green human resource management practises (GHRM) on employees' green behaviours is considered a novel area of study. Numerous scholarly investigations, like those conducted by Robertson and Barling [8], as well as Vicente-Molina, Fernández-Sáinz, and Izagirre-

Olaizola [9], have revealed that the efficacy of numerous corporate environmental initiatives hinges upon the sustainable behaviour exhibited by employees. Consequently, these behaviours are perceived as influential elements in facilitating the long-term success of the organisation [10], yielding implications not just for the natural surroundings but also for commercial enterprises and organisational constituents. Green HRM, also known as Green Human Resource Management, encompasses the various processes and practises involved in the creation, execution, and continuous upkeep of a system that strives to promote environmentally sustainable behaviours among employees within an organisation. This aspect of Human Resource Management (HRM) pertains to the process of converting regular employees into environmentally conscious individuals, with the aim of attaining the organization's environmental objectives and ultimately making a substantial impact on environmental sustainability. The term "employee greenification" encompasses the policies, practises, and systems implemented within an organisation to promote environmental sustainability for the well-being of individuals, society, the natural environment, and the business itself (Opatha, 2013; Opatha and Anton Arulrajah, 2014).

The concept of green human resource practises has been divided into several components, namely green recruitment and selection, green training and development, green performance management/appraisal, and green reward and compensation (Adjei-Bamfo, et al., 2019). According to Iqbal et al. (2018), it is considered that each of these human resource management (HRM) practises has the potential to shape the cognitive processes of employees within an organisation, encouraging them to adopt environmentally friendly behaviours. The ultimate goal of these practises is to support organisations in reducing and maintaining lower levels of emissions resulting from their operational activities.

This study provides a comprehensive analysis of both theoretical and empirical research pertaining to green human resource practises (GHRM) and their impact on the environmental performance of organisations.

### **Literature Review:**

Green HRM, also known as Green Human Resource Management, is a concept that focuses on integrating environmental sustainability practises into human resource management strategies and processes inside organisations.

The concept of green human resource practises has been described by various authors as the degree to which an organisation ensures the ecological balance and environmental friendliness of its human resources through the effective integration of environmental sustainability objectives with conventional HR practises (Chaudhary, 2019). Green HRM refers to a scenario wherein employees are provided with training and motivation to actively participate in work-related behaviours and human resource management practises that align with the principles of green HRM. The areas of interest in relation to green human resource management (HRM) practises encompass several key aspects, namely selection and training, performance appraisal and promotion, training and development, as well as rewards and staff disciplinary procedures (Dumont, Shen, & Deng, 2017; Iqbal, et al., 2018; Saeed, et al., 2019). Essentially, organisations that adopt green HRM promote and encourage their members to engage in behaviours aligned with green HRM principles. Employees that actively participate in environmentally friendly practises during their everyday job tasks are incentivized through positive reinforcement, such

as the provision of awards, good performance evaluations, and opportunities for career advancement, among other forms of recognition. Green human resource management (HRM) practises involve incorporating environmental objectives into various functional dimensions of HR practises. These objectives include the sustainable utilisation of natural resources, the reduction of carbon footprints, and the prevention of the discharge of pollutants and environmental deterioration. The objective is to ensure that HR practises are in line with the environmental objective of fostering a workforce that exhibits environmentally friendly behaviour, hence improving the environmental performance of enterprises and benefiting society as a whole (Mishra, 2017). Green human resource practises refer to the strategic incorporation and harmonisation of environmentally sustainable principles and practises within many aspects of a firm's human resource management. These aspects include the recruitment and selection process, training and development initiatives, reward system, and performance management.

### **The topic of interest pertains to the practise of green recruitment and selection.**

This refers to the degree to which the organisation is able to attract and select candidates who demonstrate awareness of environmentally sustainable practises and the impact of the organization's operations on the environment (Pham &Paillé, 2019). The subject matter pertains to the process of recruiting and selecting potential candidates who possess awareness and expertise in the field of sustainable development and green human resource management practises (Moktadir, et al., 2020). The concept of green recruitment and selection involves the incorporation of environmentally sustainable principles into the recruitment process. This is achieved by evaluating potential candidates based on their understanding of green practises, their awareness of their employers' green branding, and the alignment of their personality traits with these principles (Pham Tučková& Phan, 2019). The implementation of green recruitment and selection typically commences with the assessment and selection of job candidates on the basis of their competencies, while also ensuring alignment between their personality traits and the environmental dimensions outlined in their job specifications (Adjei-Bamfo, et al., 2019). The process of gathering data on job applicants' green awareness, green employer branding, and alignment of values regarding green practises between individuals and organisations was carried out through a series of tests (Pham &Paillé, 2019). According to Nawangsari and Sutawijaya (2019), the data obtained from job applicants regarding an organization's environmental factors, as presented in job descriptions and employee specifications, can serve as a basis for attracting, choosing, recruiting, and hiring potential candidates. The recruitment of individuals who possess knowledge and experience in green practises and environmental systems can greatly contribute to an organization's ability to effectively manage its environmental responsibilities (Adjei-Bamfo, Bempong, Osei, &Kusi-Sarpong, 2019). Furthermore, the implementation of green selection can be achieved by taking into account the qualifications and accolades related to environmental social responsibility held by job candidates during the process of job interviews and hiring. Additionally, e-recruitment practises such as video-conferencing interviews, teleconferencing interviews, and online assessments might be utilised (Rawashdeh, 2018). In a similar vein, the practise of instructing job seekers to submit their qualifications and resumes via the employer's website as a means of mitigating the negative environmental impact of paper usage has been regarded as an environmentally conscious approach to the processes of hiring, recruiting, and selecting prospective employees (Dumont, Shen, & Deng, 2017).

**The topic of interest is "Green Training and Development."**

The degree to which the organisation intentionally incorporates environmentally friendly behaviours, such as waste reduction, resource optimisation, energy conservation, and addressing environmental degradation and pollution, into its training and development programmes has been examined (Obaid & Alias, 2015). The implementation of continual education programmes for organisational members is essential in order to ensure that they possess sufficient information and awareness about environmental management. This education is crucial for understanding the various environmental challenges at hand, as well as comprehending the potential impacts that the organization's operations may have on its immediate surroundings (Naqvi & Siddiqui, 2019). Furthermore, this study examines the ways in which employees can contribute to their respective organisations in safeguarding, managing, and mitigating recognised sources of environmental contamination. Furthermore, the objective of green training and development is to enhance the employees' understanding, mindset, and competencies required to assist the organisation in mitigating environmental pollution (Masri&Jaaron, 2017). The implementation of comprehensive training programmes for employees about green practises has been shown to significantly improve their capacities and self-confidence in adopting environmentally friendly behaviours (Chaudhary, 2018). The initiation of training typically involves the identification of employees' training requirements by the organization's human resources specialists, taking into consideration the prevailing environmental expectations (Masri&Jaaron, 2017). The data obtained regarding the training requirements in the field of environmental education can be utilised to formulate the curriculum of training and development initiatives. These programmes will assist trainees in equipping employees with the appropriate problem-solving abilities, knowledge, and attitude necessary to engage in environmentally sustainable practises (Masri&Jaaron, 2017). These practises typically involve strategies such as minimising long-distance business travel, implementing trash recycling initiatives, adopting sustainable energy sources, prioritising the use of digital documents over physical copies, and utilising online workshops as a means to mitigate the environmental impact associated with paper consumption and emissions (Chaudhary, 2018). Providing education and training to employees regarding effective energy conservation practises, proper waste disposal methods, and other environmentally friendly behaviours can contribute to the management of environmental waste, the conservation of energy, and the reduction of carbon footprints. These efforts can ultimately assist organisations in establishing a sustainable living environment (Mishra, 2017).

**The topic of discussion pertains to the concept of Green Performance Management and Appraisal.**

The practise of incorporating environmental concerns into employees' job descriptions and performance evaluations, which involves assessing employees' performance in areas such as carbon emissions reduction, communication of environmental concerns, and development of initiatives to mitigate emissions from organisational operations, has been identified as a contributing factor to environmental degradation (Pham, Hoang, & Phan, 2019). Additionally, the study conducted by Fawehinmi et al. (2020) examines the evaluation of employees' performance through the assessment of their acquisition of green skills and engagement in pro-environmental behaviours that yield good effects on the environment. The aforementioned actions have been labelled as green behaviour, encompassing efforts to promote environmentally conscious job descriptions or extend beyond these descriptions by proactively taking initiative to educate, influence, and motivate others to participate in actions that yield environmental benefits (Dumont, Shen & Deng, 2017). The green behaviours that are typically assessed

and acknowledged within the framework of green performance appraisal are those that contribute to the preservation and protection of the environment. These behaviours include practises such as reusing, recycling, repurposing, and lowering the consumption of raw materials, as well as the conservation of energy (Iqbal, et al., 2018). In addition to the aforementioned behaviours, there is a notable emphasis on the practise of sustainable employment, which may be defined as the ability to fulfil the immediate requirements of an employer while minimising any adverse effects on the environment, particularly in terms of ecosystem degradation (Saeed, et al., 2019).

**The topic of discussion pertains to the concept of "Green Reward and Compensation."**

The concept being described here pertains to the implementation of a system that provides incentives to individuals within an organisation who demonstrate awareness and actively engage in mitigating the adverse impacts of environmental pollution. These individuals exhibit environmentally-friendly behaviours in the execution of their regular job responsibilities and assignments (Pham, Tučková, & Phan, 2019). The implementation of a system that provides incentives to employees who actively adopt environmentally conscious behaviours. These lifestyles can manifest as the regular and effective utilisation of resources (Pham, Tučková, & Phan, 2019). The concept of green reward and compensation entails the development of a reward system that integrates incentives for environmentally friendly travel practises, such as utilising low-emission vehicles, as well as implementing measures to promote recycling and eliminate operations that produce hazardous waste with detrimental effects on the environment (Yusoff, Nejati, Kee & Amran, 2018). The green reward can manifest in both monetary forms, such as green travel perks and green tax, as well as non-monetary forms, such as green recognition (Chaudhary, 2019). The provision of green monetary incentives might take the form of financial remuneration, including salary increases, paid time off, bonuses, and exclusive discounts on specific environmentally friendly purchases (Tang, et al., 2018). Non-monetary benefits typically manifest as extensive publicity, public commendation, and acknowledgement of environmentally friendly initiatives by senior executives, along with special acknowledgments, accolades, and advancements for personnel that actively promote and adhere to sustainable practises (Rawashdeh, 2018). The implementation of incentives for environmentally sustainable conduct has the potential to foster a heightened sense of environmental consciousness among employees, extending beyond the confines of their professional setting. According to Saeed et al. (2019), the implementation of this initiative has the potential to influence the metacognitive processes of employees, fostering the cultivation of recycling habits, energy conservation practises, and the use of less environmentally harmful modes of transportation, energy sources, and appliances. This is particularly evident when the organisation expands the provision of rewards to include employees' domestic items and transportation (Obeidat, Al Bakri, & Elbanna, 2018).

**The topic of interest is the administration of employee discipline within a green organisation.**

According to Wehrmeyer (1996), it is explicitly stated that the implementation of green disciplinary management is essential for effective corporate environmental management. To promote environmentally responsible behaviour among employees, organisations may require the implementation of green disciplinary management practises. These practises are essential for achieving the environmental management objectives and strategies of the firm. In the present setting, certain corporations have recognised the implementation of "discipline management" as a mechanism for self-

regulating personnel in the realm of environmental protection within the organisation. These companies have established a comprehensive framework of guidelines and regulations that mandate staff to prioritise environmental protection in alignment with the organisations' environmental policies. In corporations of this nature, when an employee breaches environmental norms and regulations, appropriate disciplinary measures such as warnings, fines, suspensions, and the like are implemented. According to Renwick et al. (2008), implementing penalties for noncompliance with environmental management targets, enforcing discipline and/or dismissal for breaches in environmental management, and establishing negative reinforcements such as criticism, warnings, and suspensions for lapses are effective strategies within the realm of green employee discipline management. When confronted with instances of rule infractions that are not of a grave nature, it is advisable to implement a method known as progressive discipline. This approach entails a systematic progression from less severe to more severe disciplinary measures or fines.

### **A comprehensive examination of the existing body of literature pertaining to organisational environmental performance.**

The preservation of the environment has been a significant global concern in recent decades (Kim, Kim, Choi, & Phetvaroon, 2019). In conclusion, organisations have been compelled to adopt and encourage ecologically responsible behaviours due to the influence exerted by shareholders and stakeholders (Paillé, Boiral, & Chen, 2013). The environmental performance of an organisation is indicative of its level of dedication towards safeguarding the natural environment. The environmental performance of an organisation can be assessed by a series of measures, such as pollution prevention, minimal environmental releases, recycling operations, and waste minimization (Lober, 1996). In contemporary times, a wide range of industries have adopted environmental protection measures and have demonstrated enhanced business performance by effectively managing waste and responsibly disposing of hazardous materials (Melnyk, Sroufe, & Calantone, 2003). This phenomenon can be attributed to the increasing worldwide awareness, which has compelled organisations to adopt ecologically responsible practises (Post, Rahman, & McQuillen, 2015). In accordance with this perspective, the hotel business is observed to be actively implementing significant environmentally-friendly initiatives, such as the preservation of water and energy resources, waste reduction measures, and the provision of education to both staff and customers regarding these sustainability prospects (Bohdanowicz, Zientara, & Novotna, 2011; Rahman, Reynolds, & Svaren, 2012). Numerous studies have been conducted in the past pertaining to the greening of the hospitality and tourism industry (Aragon-Correa, Martin-Tapia, & Torre-Ruiz, 2015; Hsiao & Chuang, 2016; Jones, Hillier, & Comfort, 2016; Kim & Choi, 2013; Mittal & Dhar, 2016; Novacka, Pícha, Navratil, Topaloglu, & Švec, 2019; Robin, Pedroche, & Astorga, 2017; Gurlek & Tuna, 2018; Siyambalapitiya, Zhang, & Liu, 2018; Zientara & Zamojska, 2018). Furthermore, Yong, Yusliza, and Fawehinmi (2019) asserted in their review-based investigation that scholars have increasingly focused on the concept of greening in the workplace since 2007. Previous research has demonstrated that prominent hotel chains were able to effectively decrease their water and energy use between 2009 and 2014 by implementing operational objectives, regulations, and environmentally sustainable initiatives. Consequently, these programmes also foster a climate within firms across many sectors that cultivates a mindset of environmental preservation (Gilal, Ashraf, Gilal, Gilal, & Channa, 2019).

An investigation carried out by Manaktola and Jauhari (2007) examined consumer behaviours and attitudes pertaining to the environmentally conscious practises of hotels. Similarly, Kang, Stein, Heo, and Lee (2012) have documented that consumers of hotels in the United States exhibit a significant level of care over environmental issues and have a willingness to incur additional expenses in order to patronise environmentally-friendly lodging establishments. Another important factor in environmental management within the hotel sector is the consideration of employees' attitudes, behaviours, and awareness (Bohdanowicz, 2005; Harris & Crane, 2002). Remarkably, despite the crucial role that employees' behaviour plays in improving environmental outcomes, there has been a noticeable lack of empirical research dedicated to examining the significance of personnel prospects in this context (Fernández, Junquera, & Ordiz, 2003; Paillé, Chen, Boiral, & Jin, 2014). According to Tang, Walsh, Lerner, Fitz, and Li (2018), there is a suggestion that HRM has the ability to facilitate the process of designing and implementing environmental management strategies. Other studies have also provided support for this perspective (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016; Sainaghi, Baggio, Phillips, & Mauri, 2018). According to Jabbour and Santos (2008), the attainment of effective environmental management can be realised through the alignment of human resource management (HRM) practises with environmental objectives. The primary objective of the current study is to address this existing gap in knowledge by establishing a connection between Human Resource Management (HRM) practises and the environmental performance of the hotel business. According to existing literature, it has been proposed that green human resource management (GHRM) pertains to the environmental management dimensions of HRM. This entails emphasising the role of HRM in mitigating pollution through an organization's operational procedures (Renwick, Redman, & Maguire, 2013).

There exists a substantial body of research that highlights the significance of Human Resource Management (HRM) in the field of hospitality management (Baum, 2019; Pham, Tuckova & Jabbour, 2019). Additionally, research has explored the relationship between HRM and environmental performance (Renwick et al., 2016; Sainaghi et al., 2018). More recently, scholars have focused on the role of GREEN HRM in promoting and enhancing environmental performance (Hameed, Khan, Islam, Sheikh, & Naeem, 2020; Mo Hence, it can be argued that Green Human Resource Management (GHRM) plays a pivotal role in the effective implementation of environmental management strategies inside organisations. This assertion is supported by many studies conducted by Bohdanowicz et al. (2011), Kim et al. (2019), Paillé et al. (2014), and Pham et al. (2019), which emphasise the significant contribution of HRM in attaining environmental objectives.

The success of an organization's environmental management is contingent upon the environmentally conscious behaviour exhibited by its personnel. The reason for this is that the collective environmental performance of an organisation is enhanced by the behaviour of its employees (Daily, Bishop, & Govindarajulu, 2009; Lo, Peters, & Kok, 2012). In order to attain the targeted environmental performance outcomes, it is vital for an organisation to comprehend the affect of Green Human Resource Management (GHRM) on employees' eco-friendly behaviour, which subsequently impacts the organization's environmental performance (Kim et al., 2019). The theory of organisational civic behaviour towards the environment (OCBE) offers a robust theoretical framework for comprehending the influence of Green Human Resource Management (GHRM) on employees' environmentally

responsible behaviour and its subsequent effects on an organization's environmental performance. Significantly, the implementation of Green Human Resource Management (GHRM) practises fosters employee awareness of the significance of environmental management and stimulates pro-environmental behaviours and concerns, hence enhancing their environmental consciousness. When employees develop a sense of concern for the environment, it is probable that they will align themselves with the implementation of their organization's environmental management activities (Kim et al., 2019). When employees develop a sense of concern for the environment, it is probable that they will adopt ecologically responsible behaviours and make contributions towards the environmental performance of the organisation. Nevertheless, prior research has seldom considered the concept of environmental responsibility as a result of environmental concerns. Moreover, there is a scarcity of research investigating the correlation between employees' environmental responsibility and the environmental performance of organisations. There is a noticeable lack of scholarly focus on the potential impact of GHRM on employees' environmental concerns and environmental responsibility, which in turn can contribute to enhancing organisations' environmental performance. This study primarily adds to the field by elucidating the relationship between the application of Green Human Resource Management (GHRM) practises and the environmental performance of organisations, specifically in terms of environmental concerns and environmental responsibility.

Renwick et al. (2016) have proposed that further investigation be conducted about the relationship between Green Human Resource Management (GHRM) and environmental performance, as well as the influence of contextual factors and human behaviours within the hotel industry. In a similar vein, a study conducted by TULSI and Yunho (2020) posited that it is imperative for the sustainable advancement of the hospitality and tourism industry to leverage the potential inherent in the dearth of research by investigating the pivotal role played by Green Human Resource Management (GRHM) and corporate environmental responsibility (CER). Recent studies have also revealed a growing inclination within the hospitality industry to assess environmental performance in reference to other variables. Asadi et al. (2020) conducted a study that investigated the impact of green innovation on sustainable performance within the hotel industry of Malaysia. It is recommended that further empirical study be conducted in order to investigate additional aspects that may have a significant impact on sustainable performance. In a similar vein, Gutiérrez-Martínez and Duhamel (2019) conducted a qualitative-exploratory study focusing on hotels in Mexico. Their findings suggest that the establishment of a durable competitive advantage can be achieved by leveraging multiple elements, including effective human resource management, among others. Therefore, the primary objective of this study is to address the aforementioned research inquiries by investigating the relationship between Green Human Resource Management (GHRM) and environmental performance. This will be accomplished by exploring the potential mediating and moderating mechanisms involved in this association.

Furthermore, within the tourism and hospitality industry, García-Lillo, Claver-Cortés, Ubeda-García, Marco-Lajara, and Zaragoza-Sáez (2018) have suggested the need for additional research on the influence of human resource management (HRM) on sustainability. This recommendation is based on previous studies conducted by Paillé et al. (2014), Renwick et al. (2013), Martínez-del-Río et al. (2012), and Jackson & Seo (2010). Similarly, Sainaghi et al. (2018) have also put out a comparable recommendation. Therefore, the primary objective of this study is to address these requests by



examining a more extensive framework of human resource management (HRM) within the hotel and tourism industry.

Therefore, it is postulated that the evaluation of sustainability necessitates the inclusion of the environmentally conscious component of labour (Kim et al., 2019; Pham et al., 2019). Consequently, the present study investigated the relationship between Green Human Resource Management (GHRM) and environmental performance. Similarly, Yusoff et al. (2018) conducted a study in the hotel industry to examine the relationship between Green Human Resource Management (GHRM) practises and environmental performance. The findings of their research indicated that green recruiting, green training, and green remuneration were positively and significantly linked to environmental performance. However, there is a lack of empirical basis for green performance appraisal. One of the drawbacks identified in the study was the utilisation of cross-sectional data. Hence, a comprehensive range of data would provide decision makers with a higher level of certainty regarding these linkages. In their study, Aragon-Correa, Martin-Tapia, and de la Torre-Ruiz (2015) highlighted that previous research on sustainability in the hospitality and tourism sector has predominantly concentrated on developed countries. This observation was supported by the works of Vidal-Salazar et al. (2012), Alonso-Almeida and Rodríguez-Antón (2011), Sharma (2009), and Schwartz et al. (2008). Consequently, the authors emphasised the necessity for empirical investigations to be conducted in developing nations. A limited number of studies have been conducted to examine the significance of environmental management in the hotel and tourism sector (Wang, 2014; Mansah & Blankson, 2013; Chan & Hawkins, 2012; Kasim & Ismail, 2012; Chan, 2008; Le et al., 2006; Deng & Burnett, 2002). As a consequence, the authors of the present study were motivated to investigate within the setting of Pakistan due to this existing vacuum in knowledge.

**This paper presents a comprehensive literature analysis on the topic of Green HRM and its impact on organisational environmental performance.**

According to Yadav and Ramaswamy (2020), the expansion of green human resource management (HRM) practises can contribute to the improvement of environmental performance within organisations. This study aims to propose a research paradigm that enhances intellectual capital and subsequently leads to improved environmental performance. The current study has examined the concept of green disciplinary management, which is not typically addressed within conventional human resource management practises and represents a relatively new area of investigation. Moreover, the present study aims to verify the reliability and validity of the green discipline management scale, as prior research (Al Mamun, 2019; D'Mello et al., 2016; Nagarajan, 2020a; Uddin, 2020) has utilised diverse items to assess green staff discipline management, while adhering to a common conceptual framework. From a contextual standpoint, numerous studies have argued that the concept of green human resource management (HRM) has received significant attention in Western countries, hence necessitating more investigation in developing nations (D'Mello et al., 2016; Mishra, 2017; Renwick et al., 2013). Hence, the current study aimed to fill the aforementioned research gaps by examining the role of green intellectual capital as a mediator in the association between green HRM and pro-environmental behaviours that positively impact environmental performance.

The implementation of environmentally sustainable practises within organisations is likely to yield various benefits and beneficial outcomes for companies. Multiple studies have indicated that the implementation of Green Human Resource Management (HRM) has yielded favourable outcomes in terms of employee, organisational, and environmental performance. The implementation of Green HRM has been found to enhance environmental management systems, leading to increased resource utilisation (Florida & Davison, 2001) and decreased waste and pollution in the workplace (Kitazawa & Sarkis, 2000; Phillips, 2007). At the organisational level, the implementation of Green HRM has been found to have several positive outcomes. Firstly, it enhances resource efficiency and economic impact (Alhadid& Abu-Rumman, 2014). Secondly, it improves organisational performance (Renwick, Redman, & Maguire, 2013; Gotschol, De Giovanni, & Vinzi, 2014; Wu et al., 2019). Thirdly, it creates a stronger public image and brand recognition (Cherian & Jacob, 2012; Haridas&Sivasubramanian, 2016). Fourthly, it reduces companies' environmental impact and generates sustainable competitive advantages (Aykan, 2017; Leonidou et al., 2017; Siyambalapitiya, Zhang, & Liu 2018; Macke & Genari, 2018; SayyadiTooranloo, Azadi, & Sayyahpoor, 2017). Lastly, it improves both organisational and environmental performance (Cherian & Jacob, 2012; Ragas et al., 2017; Siyambalapitiya, Zhang, & Liu, 2018; Macke & Genari, 2018; Wu et al., 2019). Several previous research, including Mehta and Chugan (2015), Rawashdeh (2018), Obaid and Rosima (2015), and SayyadiTooranloo, Azadi, and Sayyahpoor (2017), have demonstrated that corporate practises rooted in pro-environmental principles yield favourable outcomes for both the sustainable environment and organisational performance. Multiple studies have provided evidence to support the notion that organisations that have implemented a higher degree of environmental management systems have seen notable advantages and witnessed enhancements in their environmental performance (Wagner, 2013; Wu et al., 2019). In the context of ecologically sustainable practises, organisations that constantly adhered to the principle of "reduce and reuse" demonstrated the ability to achieve cost savings, particularly in relation to power and water expenses (Ekasatya, 2014). The present discovery aligns with the research conducted by Haridas and Sivasubramanian (2016), which demonstrated the cost-reducing advantages of implementing Green HRM practises. Moreover, previous studies have indicated that the adoption of Green HRM at the individual level (among employees) leads to heightened individual empowerment, resulting in improved productivity and performance, as well as the development of self-control and problem-solving abilities (Soo Wee & Quazi, 2005; Renwick, Redman, & Maguire, 2013). According to Cherian and Jacob (2012), the implementation of Green HRM has the potential to enhance employee engagement, foster a sense of organisational belonging among employees, and recruit top-tier talent to the organisation. Moreover, it has been found that the implementation of this initiative has resulted in a boost in staff morale (Renwick, Redman, & Maguire, 2013; Gotschol, De Giovanni, & Vinzi, 2014), as well as the creation of a positive psychological green atmosphere (Dumont, Shen, & Deng, 2017) and an environmentally friendly workplace (Haridas&Sivasubramanian, 2016).

### **Conclusion:**

Overall, the evidence suggests that Green HRM has a positive impact on organizational environmental performance. By embedding environmental sustainability principles and practices into all aspects of HR, organizations can reduce their environmental impact, drive innovation, and enhance employee engagement and motivation.

In addition to the environmental benefits, Green HRM can also lead to a number of other benefits for organizations, such as reduced costs, improved brand reputation, and increased customer loyalty.

As the world becomes increasingly aware of the need for environmental sustainability, Green HRM is becoming increasingly important. Organizations that adopt Green HRM practices are well-positioned to succeed in the future.

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