

## Impact of Green Human Resource Management on Organizational Environmental Performance at Employee Level

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### Abstract

The core objective of the study is to determine the impact of strategic human resource management on environmental performance. The authors studied the relationship between strategic human resource management, internal environmental concern, organizational citizenship behavior for the environment, and environmental performance. The study made three main contributions. They are it linked EM and HRM in order to better understand how firms are able to achieve environmental performance. It is noted that “the topic of environmental sustainability” is not reflected in the research agendas of most areas of management scholarship. By providing original data, this study helps to fill this gap, it formulated clear and specific relation between the roles played by frontline employees’ and environmental performance and identified the influence of managers as one factor to implement the regulations concerned with environmental performance. In the study, it is assured that managers can play an active role. In particular, internal environment orientation was identified as possible moderating variable in the relationship between SHRM and pro-environmental behavior at work. The research is highly significant because of the above reasons and contributed new concept about the clear relationship between human resource management and environmental performance.

**Key Words:** behavior, culture, environmental, HRM, performance, human resources

### Introduction

Effective Human Resource Management (HRM) plays a crucial role in enhancing environmental performance at the employee level by fostering a culture of environmental awareness, promoting green behaviors, and providing necessary resources and training. Green HRM practices, such as green recruitment, training, and rewards, encourage employees to adopt eco-friendly practices, leading to improved environmental outcomes.

Here's a more detailed breakdown of the impact:

#### FOSTERING A GREEN CULTURE:

- **Green Recruitment:**

Prioritizing candidates with a strong environmental awareness and commitment to sustainability can build a workforce more inclined towards green initiatives.

- **Training and Development:**

Providing employees with green skills and knowledge through workshops, online courses, and mentorship programs equips them to make informed decisions and implement sustainable practices in their daily work.

- **Performance Management:**

Integrating environmental performance metrics into employee evaluations can motivate employees to prioritize green behaviors and contribute to the company's environmental goals.

#### PROMOTING GREEN BEHAVIORS:

- **Green Rewards:**

Recognizing and rewarding employees for their environmental contributions, whether through financial bonuses, non-monetary benefits, or public recognition, encourages them to continue engaging in green actions.

- **Employee Engagement:**

Engaging employees in green initiatives through volunteer programs, community projects, and green team activities can foster a sense of ownership and responsibility for environmental performance.

- **Policy Development:**

Implementing green policies and guidelines for work processes, resource usage, and waste management ensures that employees have a clear framework for adopting sustainable practices.

### **ENHANCING ENVIRONMENTAL PERFORMANCE:**

- **Reduced Carbon Footprint:**

Green HRM practices, such as promoting the use of public transport, encouraging energy-efficient practices, and reducing waste, can significantly lower an organization's carbon footprint.

- **Resource Sustainability:**

By promoting sustainable resource management practices, such as water conservation and waste reduction, HRM can contribute to the efficient use of natural resources.

- **Cost Effectiveness:**

Implementing green practices can lead to cost savings through reduced energy consumption, waste management expenses, and raw material costs.

- **Improved Employee Well-being:**

A healthy environment and a culture of sustainability can lead to increased employee satisfaction, job satisfaction, and overall well-being.

In summary, effective HRM can be a powerful catalyst for driving environmental performance at the employee level by fostering a green culture, promoting green behaviors, and providing the necessary resources and support for sustainable practices.



### **RESEARCH DESIGN AND METHODOLOGY**

Hypotheses are formulated to draw expected relations between SHRM, OCBE, internal environmental orientation and environmental performance. The Study uses mediation and moderation techniques to test the hypotheses. Data are collected through separate questionnaires developed for the TMT members, the CEOs, and frontline workers. Such a multiple-source design is the best approach to reduce systematic measurement errors and common method biases according to the authors. Beside, large field studies were carried out to collect responses from top management team (TMT) members (e.g., HR managers), chief executive officers (CEOs), and frontline workers by extensive interview. These obtained data are valuable to answer the question raised in the objective of the study. A wide range of methods like case studies, correlation or predictive research were used for examining the relationship between HRM and EM. However, the authors of this research preferred quantitative research and the study used mediation and moderation techniques to test its hypotheses. The validity of the collected data and the methods are properly evaluated by appropriate techniques. The validity and significance of the independent variables are successively evaluated by appropriate software and methods as to the claims of the researchers.

There are several limitations of the study which can be noted for future researchers as claimed by the authors. One limitation is that subjective measures of environmental performance were employed. Although perceptual measures are often used in many literatures, it is possible for discrepancies to exist between subjective measures and the environmental information released by firms. Therefore, research could corroborate the results by employing objective measures of environmental performance. Furthermore, the study is dependent on employees' perspectives, the researchers examined OCBE derived only from SHRM. This does not mean that OCBE is the sole most important

mediating factor underlying SHRM—environmental performance process. So, future examination combining strategic process and employee involvement may help to draw a more comprehensive picture of the overall effect of SHRM on environmental performance. Another limitation of the study confessed by the researchers is that it tested the proposed model at only one point in time. They sought for further longitudinal research to explore the process by which SHRM impacts the environmental performance of firms. Finally, the examined institutional environment is unique to China. This may limit the generalization of the conclusions on institutional effects elsewhere in the world.

According to the claims of the authors, the research is ethically conducted in which the collected information and the finding of the study have no intention to cause damage to anyone. With the permission of top management teams, the researchers invited the firm's TMT members, CEOs, and frontline workers to respond to three separate questionnaires. The authors recruited and trained interviewers to conduct onsite interviews because this method is more likely to generate valid information. Participants were informed of the goal of the survey, assured of the confidentiality of their answers, and given some amount of a cash gift. Therefore, it is possible to say the research is conducted ethically.

## RESULT OF THE RESEARCH

The core objective of the research is to determine the impact of human resource management on environmental performance.

After gathering and analyzing data, the study came up with the following results:

1. SHRM has a significant and positive effect on OCBE. The variable SHRM has a significant and positive effect on environmental performance
2. However, the effect of SHRM is positive but not significant while the effect of OCBE is positive and significant.
3. The authors found that OCBE fully mediates the relationship between SHRM and environmental performance.
4. The effect of internationalization is positive.
5. The variable SHRM has a significant and positive effect on OCBE. Moreover, internal environmental orientation has a positive and significant effect on OCBE.
6. The interaction term between internal environmental orientation and SHRM.
7. This suggests that the positive effect of SHRM on OCBE is more likely to be observed in firms with a high level of internal environmental orientation.
8. Finally, it is possible to conclude that human resource management affects environmental management and performance.

Alternatively, it is possible to say environmental performance can affect the effectiveness of human resource management. However, the generalization of the finding and applicability in other countries or situations is in question as stated in the limitation of the research.

## OVERALL QUALITY OF THE RESEARCH

There are some strong sides of the research from the overall quality of the research view. For example,

1. The research is written in clear and stylish manner and the presented information is well organized.
2. The information is logically presented and the source of data offer sufficient detail.
3. The authors had clear insight and tried to clear bias and blind spot at each step of the work.
4. Although the overall quality of the research is found to tilt towards the high quality work, there are some weaknesses of the work as well.
5. As is already mentioned by the authors of the research the research has utilized a method that is not popular in the area that might compromise the quality of the work.
6. The provision of cash for research participants sometimes leads to the acquisition of unreliable data that it will put the ethicality issue of the research in question.
7. The nature of the article with regards to its publication is also not clear. It is not made clear on which volume and which number of Springer it is being published. It is also not clear whether it is a research article published in a peer reviewed journal or not.
8. Because of the points raised above and many more the overall quality of the article is found to be good which needs further improvements to meet the high level of expectation from the scholars in the field.

In recent decades environmental protection has emerged as one of the most urgent concerns all over the world. Preserving the natural eco-system and its resources for future generations has thus paused as a significant issue on the agenda of policy makers and managers (Howard-Grenville et al., 2014). This issue has produced more pressure and promoted business organizations to develop and apply green management by adopting environmentally friendly practices and procedures (Prasad, 2013). To achieve this development many organizations attempt to create and deploy a formal environment management system. This system has been assured as one of the most valuable keys to achieve sustainable development since 1990s (Chan, 2011). Environmental management has been included in some departments such as operation, finance, marketing and others (Mittal & Sangwan, 2014; Rehman & Shrivastava, 2011). Lately, human resource management has engaged in the green movement (Prathima & Misra, 2013).

Human resource management is known as the most significant asset in the firm that can integrate all 1050 activities together in order to achieve positive performance (Rawashdeh & Al-Adwan, 2012). Since it plays a vital role in achieving sustainable development in the organizations, many scholars have directed their attention towards the relationship between human resources and environmental management, as they have asserted the importance of workers green practices in the firm. This alignment of human resource management with environmental management is called green human resource management that aims to assist firms to stimulate environmental performance through improving employees' commitment towards environment (Schuler & Jackson, 2014; Mandip, 2012; Jackson et al., 2011; Renwick, 2013). Opatha and Arulrajah (2014) defined GHRM as the policies, practices, and systems of a firm that makes its workers green for the interest of people, business, society and natural environment.

In GHRM different human resource practices such as recruitment and selection, training and development, compensation and rewards and performance appraisal are adapted in a way to provide firms with employees that understand and promote green behavior (Mathapati, 2013). Currently, business firms have emphasized on the importance of environmental management and green management and aligned them with their goals and strategies. Because of the reality of globalization of corporate world, the economy has moved from traditional financial and economic system to more up to date, modern and capacity based economic system. This takes into account green management and green economics (Ahmad, 2015).

Green human resource management has received substantial importance in corporate firms, as human resource department is working on greening the organizational culture by maintaining green offices and green practices. So as to accomplish business firms' environmental goals of going green, green HRM is a very crucial strategic tool. This can be achieved by attracting and retaining talented green individuals who have a special skill and knowledge of green human resources (Sudin, 2011).

In Jordan, GHRM is under researched area, although green organizations are the need of the hour. Hence, it has become important to explore GHRM in Jordan as there is a research gap in this area. This gap in literature necessitates the research to be conducted. So, the objective of this study is to highlight the importance of greening the human resource management and investigate the impact of such green practices named recruitment, training and development, and reward system on organizational environmental performance in Jordanian healthcare sector.

## Conclusion

This study shows that the application of GHRM can help organizations execute green innovation more effectively, which would improve the performance of employees in an organisation. By analyzing these links and assessing the mediation effects, this study's originality adds to the body of knowledge on organizations' environmental performance. It also provides advice for decision-makers on how to foster an environmentally friendly workplace culture by maximizing employees' use of green human resources techniques.

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