

A Critical Review of Green Human Resource Management and Environmental Sustainability in Firms

Felistus Hilda Makhamara(PhD)¹ and Hannah Orwa Bula (PhD)²

Kenyatta University, Kenya

Lecturer, Business Administration, Kenyatta University

Senior lecturer, Business Administration, Kenyatta University

Abstract

Green Human Resource Management strategies are required for the human capital at all firm levels for improvement, environmental performance and sustainability. Regardless of linked disciplines, such as politics, the general public, or business, interest in environmental issues has increased in the twenty-first century. Firms are not training their human capital in order to save on energy, reduce waste, and sensitize them on environmental issues in order to achieve a performing and sustained firm. But rather than the human capital required to be all round when working in diverse fields. The current paper uses a qualitative approach to analyze literature from a variety of relevant sources in order to understand green human resource management and the sustainability of businesses. 20 peer-reviewed journal papers were read and analyzed for reviews on strategies employed by green human resources and firm sustainability, and the results were compiled in a table with the article journal and publisher distribution as well as the article category according to the subject. According to the study's conclusions, Green Human resource management is an extension of Human Resource Management for creating environmentally sustainable businesses. In firms, human capital is crucial. Therefore, complicated environmental management operations can benefit from human capital. To boost economic activity and reduce environmental damage, it is advised that employees be involved in decision-making. Both public and private Firms must enhance their focus on green human resource management strategies to get solutions to environmental issues if they are to improve on performance and sustainability. Additionally, businesses will need to devise plans of action to lessen their ecological footprints and address concerns related to a green workplace. Large corporations that have human resources departments that actively participate in greening the workplace have made green human resource management an important business strategy.

Keywords: *Green Human Resource Management, Environmental Sustainability*

Date of Submission: 09-10-2022

Date of Acceptance: 22-10-2022

I. Introduction

Environmentally-friendly HR practices and the preservation of intellectual capital make up the two key components of green HR. It comprises implementing eco-friendly measures that boost productivity, cut expenses, and improve staff engagement and retention, all of which help businesses minimize their carbon footprints. In actuality, green HR policies emphasize the ability of both individuals and groups to promote environmentally friendly behavior. Managers in businesses and other stakeholders now prioritize sustainability above everything else. Sustainability, social responsibility, and the value of human resources are currently prioritized in business due to the growing importance of the financial, legal, and other aspects of clean manufacturing (Amrutha and Geetha, 2020).

Businesses are being driven to create policies and procedures that can improve the firm's vision, mission, and strategy for the economic, social, and environmental pillars as a result of social pressure and increasingly stringent environmental regulations (Jerónimo et al., 2020). Sustainable development can be achieved in businesses by implementing new ecological human resource practices and integrating creative sustainable solutions (Chams et al., 2019). Ecologically responsible personnel management practices, sometimes known as "Green HRM," are environmentally responsible company development since they make use of human resources as the core engine of any given corporation.

Overview of Green HRM

Green Human resource management and sustainability requires total commitment by all the stakeholders in the environmental sustainability value chain. It requires re-engineering leadership, participation, decision making to embrace new ways of management to transform the organizations (Oloo & Bula, 2016). Environmental sustainability need to be an exchange where leadership is also seen as transaction; a win-win

endeavor to yield results both for the management as well as for employees in an organization. The entire human resource management spectrum needs to embrace greening of issues and practices at the workplace. Women are known to be good change agents, greening human resource management can be enhanced through career planning of women to allow them participate more in organizations hierarchy. Ratemo, Bula & Makhamara (2021). The use of technology and innovation in managing resources can enhance organizations capability to perform better (Bula, Tiagha, & Muruku, 2017 and Bula, 2019).

The Green Movement is where the idea of Green HRM first originated. Environmentalism, sustainability, non-violence, and social justice were four important concepts that the Green Movement promoted through its political nexus. Many of the beliefs held by adherents of the green school of thought and green ideology are shared with the feminist, peace, ecological, conservation, and environmental movements. In the same vein, HRM began investigating how personnel management techniques in various fields may support environmental management objectives. The PRME Principles for Responsible Management Education encourage academics and managers to work together on the development of new knowledge to increase environmental responsibility. They were issued by the UN Global Compact in conjunction with several educational institutions (PRME, 2010)

Environmental Sustainability

Environmental sustainability, according to Simpson, D., & Samson, D. (2010), is the duty of protecting global ecosystems and conserving natural resources. As a best practice for the future, this will help the employees' health and wellness both now and in the future. The power of employees in any company to increase environmental sustainability is now essentially acknowledged on a global scale. Environmental management activities are carried out through the application of GHRM practices, environmentally conscious hiring, selections, training and development, rewards and compensation, performance evaluation, employee-level performance audits, green employee relations and collective bargaining, and green complaint handling (Siyambalapitiya et al., 2018). The organization concentrates on creating human resources that are better than those of its rivals in the tough fight to attract top personnel. Maintaining valuable and high-caliber human resources is crucial to the sustainability of the organization (Yadav et al., 2019).

To create a sustainable organization, the businesses have not provided all staff with training on how to conserve energy, cut waste, and increase sensitivity to environmental issues (Siyambalapitiya et al., 2018). Organizations in the twenty-first century must be on guard and react to unforeseen circumstances, like external crises, which can directly threaten organizational performance and existence (Carnevale and Hatak, 2020). The ability to regularly evaluate the business and its strategy is essential for finding possibilities to quickly adjust to the surrounding commercial environment (Ahammad et al., 2020). Controlling environmental repercussions receives less focus in poorer countries. There is a significant research gap that needs to be filled (Mousa and Othman, 2020). MSMEs are the backbone of economies in developing countries, but they also have a disproportionately huge negative influence on the environment (Singh et al., 2020). Pham et al. (2019) assert that GHRM procedures ought to support green training and development for staff members as well as green performance evaluations and awards.

Employee behavior that is supportive of the environment is a product of GHRM procedures (Saeed et al., 2019). In addition to summaries of the findings and conclusions reached from the limited body of research on green human resource management, this paper will provide an overview of the literature. For the critical review on green human resource management, thirty articles from peer-reviewed journals were examined. A summary of these articles can be seen in Table 1 below.

In order to help organizations, promote sustainable growth and protect the health and safety of both employees and customers, Mohammad Noor Khaled M. Alqudah, et. al. (2021) focused on underlying strategies that improved environmental sustainability. They did this by raising awareness of Green Human Resource Management (GHRM), the green movement, and the use of natural resources among human resource managers and employees. The COVID-19 pandemic, which occurred around the time this study was done, significantly changed how individuals behave and how employees carry out their organizational tasks. According to the report, businesses might reconcile the economic, social, and environmental goals of organizations directly enhancing the pandemic's worldwide recovery through the use of green human resource management practices.

This study demonstrated a beneficial relationship between GHRM practices and the environmental sustainability of organizations. Employers made great efforts during the COVID-19 epidemic to improve employee health and happiness levels. Nevertheless, the study discovered that GHRM is still a relatively new concept in businesses because there isn't much data to back up its functions and methods. The report suggests that public companies adopt strong policies and strategies that incorporate GHRM into their strategic objectives in addition to ensuring that management and employees are sufficiently involved and committed.

Yafi, E., Tehseen, and Haider (2021) sought to investigate the effects of green training on green environmental performance through the mediating roles of green competencies and motivation on the adoption of green human resource management. The convenience sampling method was used to collect data for an online

survey that was carried out at both public and private organizations in Malaysia. The analyses were performed utilizing the Statistical Package for the Social Sciences (SPSS) v.25 and Smart PLS v.3 software in order to test the preset hypotheses. All six of the green competencies' dimensions—skills, abilities, knowledge, behavior, attitude, and awareness—were found to include green incentives. Environmental performance was also found to be significantly impacted by green training. Green competence and green motivations both favorably and significantly impacted the relationship between green training and environmental performance.

The aim of Erfina Tri Wulandari and Lenny Christina Nawangsari's research from 2021 was to evaluate how PT. Prudential Life Assurance's use of green human resources management influenced the sustainability of the company. This study used quantitative methods. SEM PLS, version 3.2.7, was used to analyze the data. The PT claim department's 94 employees gave their responses. Direct evidence indicates that green recruiting, training, compensation, and awards have contributed significantly and favorably to company sustainability; green performance appraisal, however, did not. At PT. Prudential Life Assurance, green human resources management has a positive and significant impact on the viability of the company.

The view of business organizations promoting a sustainable environment was investigated by FarheenJaved and Tahir Nisar in 2016. The increasing need for corporate social responsibility (CSR) encourages the use of green human resource management technologies. Keeping an eye out for ways to reduce environmental damage and pollution, the majority of organizations have adopted human resource strategies that promote a green environment. Through their regular official operations, the human resource department had a significant impact on securing the environment as part of a conservation motivation. Senior management of a corporation has a responsibility to ensure that the staff is supported in order to satisfy the social, ecological, and economic benefits of a green workplace.

The human resources department's concept of a green workplace had a substantial effect on the processes of green recruiting and selection, performance evaluation, compensation, and reward systems, as well as a supporting green culture. This study advances efforts to develop sustainable environments through green HR practices and places an emphasis on the advantages of good CSR for a company's reputation and for society at large. This study focused on the textile industry in Faisalabad, Pakistan, and found that workers lacked proper knowledge of environmental practices. As a result, it was thought that training initiatives for the development of sustainable environments could be aided by proper education on environmental practices. There was also a thorough discussion of GHRM practices, which covered the recruitment and selection procedures as well as the evaluation, reward, and payment systems. Understanding GHRM's function could have a significant positive impact on corporate social responsibility and environmental sustainability. The study's main limitation—which could be easily remedied through learning—was the lack of understanding of green practices among businesses and employees in Faisalabad, Pakistan.

According to SayleeKarande, Varsha Bihade, and Patil (2020), when examining the role that green human resource management plays in enhancing the green environment within and around the organization and its impact on ecology, a growing awareness of the significance of going green and adopting a variety of environmental management techniques had been observed among industrial and corporate communities. This paper's major goal is to review the degree to which various firms have implemented green practices and to provide practical green HR solutions for doing so.

The implementation of the "Go Green" concept at work was being promoted among the workforce via green human resource management. There are many reasons to go green, but a few of the most important ones are rising energy costs and consumption, environmental obligations, and increasingly severe regulatory and legal compliance requirements. Go Green was thought to slow down environmental deterioration and make the world a more livable place. Public awareness of the problems with ecological imbalances was also spread by scientists. The study recommended that organizations should educate their staff on and encourage the use of green HRM practices. Additionally, it stressed using eco-friendly techniques and lowering the carbon footprint of business operations. The study's goals, conclusions, and recommendations are all included in the table below, which summarizes the contents of the journal publications.

Green HRM: An Innovative Approach to Environmental Sustainability was the subject of Ridhi Sharma Neha's (2018) study which focused on incorporating environmental management with human resource management, or "green HRM practices," is becoming increasingly important to business enterprises, according to the report. Green HRM is the application of HRM guidelines to promote resource sustainability within business operations and, more broadly, to enhance environmental sustainability. Human resource actions are required to support sustainable practices, increase employee commitment, and increase understanding of sustainability concerns.

According to the researchers' analysis, green HR is made up of two essential elements: knowledge capital preservation and environmentally friendly HR practices. It comprises implementing eco-friendly measures that boost productivity, cut expenses, and improve employee engagement and retention, all of which help organizations lower their carbon footprints. In actuality, green HR policies emphasize the ability of both individuals and groups to promote environmentally friendly behavior. Such regulations are meant to promote a

green business culture. Green HRM focuses on how people behave environmentally at work, which may subsequently apply to how they consume products at home.

Environmental Management Systems (EMS) can only be successfully implemented if the businesses have the right people with the relevant skills and competencies, according to Muster et al. (2011). This is according to researchers in the field of green management initiatives. Huang (2001). Green HR initiatives include the implementation of recruitment and selection practices, compensation and performance-based appraisal systems, as well as training programs intended to increase the employees' environmental awareness. This is because the implementation of these initiatives requires a high level of technical and management skills among employees.

In the environmental literature, "green management" is defined in a variety of ways, but they all serve to highlight the importance of finding a balance between economic growth for wealth creation and environmental preservation for the benefit of future generations (Daily and Huang, 2001). Even though organizations today have been working on product innovation for environmental sustainability, the subject of how a single firm or a society as a whole achieves sustainability from the green management movement is still up for debate.

Paille and Valaer (2020) examined the role that green human resource management plays in achieving workplace objectives for environmental sustainability when employees believe that their company cares about the environment in their article *Leveraging green human resource practices to achieve environmental sustainability*. The findings of our study, which were obtained through conditional process analysis (n = 221), demonstrate that, in contrast to the impact of green employee involvement, the benefits of green performance management and green training on individual environmental performance are communicated by perceived organizational support for the environment. Intriguingly, research also revealed that the effects of green employee involvement, green training, and green performance management can all be translated into perceived organizational support for the environment only when employees demonstrate high satisfaction with corporate environmental engagement.

Because some employees may be sensitive to organizational efforts to achieve environmental sustainability even if not all organizational green human resource management practices are acknowledged as having a positive impact on environmental performance on a personal employee level, the findings have practical implications for practitioners. The findings also demonstrated that a firm needs to appropriately integrate its internal expertise with environmental innovation in order to succeed in a competitive industrial setting. Through the development of green strategies and new competitive instruments, organizations may be able to enhance their environmental performance.

Langat and Kwasira (2016) looked at how green human resource management practices affected environmental sustainability in Kenya. The significance of issues with green human resource management that will affect environmental management and sustainability, as well as understanding the distinctive qualities of human resource managers, decisions, and behaviors that are crucial to green human resource management, was illustrated using theories and models related to green human resource management. The study concentrated on the effects of specific Green Human Resource Management strategies and how they impact the company's overall environmental sustainability. The study specifically employed a descriptive research design in order to conduct a case study on Kenyatta University.

A sample of 96 Kenyatta University employees was chosen from the target group of 2400 employees. The questionnaire served as the sole instrument for gathering research data. The data were assembled and subjected to descriptive and inferential analysis, and the output was presented as frequency distribution tables and figures. In contrast to green human resource management, the statistics revealed that many respondents were familiar with environmental sustainability and National Environmental Management Authority rules and regulations. As the findings were based on a relatively small sample, which might have influenced the type of results that were produced, more research is required. The university system should also be used to expand environmental training, build environmental knowledge bases, and create future pro-environment managers and leaders in order to develop personnel for environmental sustainability and management.

Sari and Mustafa (2022), who investigated the effects of green organizational culture and green reward on organizational citizenship behavior with organizational commitment as an intervening variable, believe that green human resources management (GHRM), also known as "environmental" human resource management, is a crucial tool for the successful implications of organizational sustainable development strategies. This study's initial objective was to look at how organizational commitment was impacted by corporate culture and rewards for sustainability. The second is to examine how organizational commitment and green workplace culture affect employee civic engagement. The third is to look at how corporate citizenship behavior is impacted by organizational commitment, green organizational culture, and green rewards.

This study included 105 employees who were chosen as the sample for a quantitative study utilizing the purposive sampling technique. Through the dissemination of questionnaires, data was gathered. The IBM SPSS program 21 is the analytical tool employed in this investigation. The results show a positive link between

organizational commitment, a green organizational culture, and a green compensation system. Corporate citizenship benefits from organizational commitment; the more commitment, the better the corporate citizenship. The hypothesis was further tested, and the results showed a positive correlation between green organizational culture, green rewards, and organizational commitment, which in turn influenced organizational citizenship behavior.

Terry Victor Diri (2021) looked at how green human resource management helped Nigerian environmental sustainability. The paper reviewed pertinent literature on GHRM and its function in enhancing sustainable development at a time when HR managers were promoting workplace sustainability in terms of balancing the needs of the environment, the needs of the workforce, and the requirements of the business to produce success and viability over the long term. The article went on to outline some of the predicted advantages of sustainability initiatives that have been put in place, including both internal advantages (organizational, monetary, and human) and external advantages (commercial, environmental, and communication).

The report also described how GHRM may use a range of techniques, including management, training, and hiring and selection, to accomplish its objectives. Employer relations, performance management, assessment, and reward management are all utilized to cut carbon emissions in the workplace in order to create a sustainable environment. It has been proven that Green HRM improves organizational effectiveness while simultaneously promoting environmental sustainability. Finally, the paper suggested the government and other companies acknowledge the importance of GHRM and incorporate green HR practices into their strategies, goals, and programs.

Achieng and Kwesira (2016) conducted their research at the Menengai Oil Refinery in Nakuru, Kenya, to ascertain the effect of green human resource management practices on environmental sustainability. A case study at the Menengai Oil Refinery was used in the study's descriptive methodology. Where surveys were used, the primary method of data gathering was put into practice. A sample size of 163 employees was chosen from a research population of 275 permanent employees. Data was gathered via questionnaires. Tables were utilized to present the information after descriptive and inferential statistics were employed to analyze the data.

The research revealed that green workplace health and safety had a significant impact on environmental sustainability, green training and development initiatives had a limited impact on environmental sustainability, green performance management had a significant impact on environmental sustainability, and finally, the NEMA policies and regulations had the biggest impact. The report suggested that the Menengai Oil refinery enhance its systems for occupational health and green performance management in order to ensure environmental sustainability.

The legitimacy idea served as the foundation for a 2022 study by Abdul-Razak Suleman. This study set out to look into specific green human resource management strategies employed by Ghanaian industrial firms. Design/method/approach. Five manufacturing firms from which it specifically acquired data were Fan Milk Limited, Guinness Ghana Breweries Limited, Cocoa Processing Company, DannexArytonStarwin PLC, and Unilever Ghana PLC. The qualitative information from ten respondents was analyzed thematically. When it came to hiring, selecting, involving, training, compensating, and managing the performance of employees, it was evident that Ghanaian manufacturing companies had taken environmental issues into account as part of their human resource management tasks. As a result, they gave online tools and platforms a higher priority.

Last but not least, manufacturing companies in Ghana gave online job applications precedence over traditional applications. The practical ramifications are that green human resource management strategies support company legitimacy and sustainability in an era of sustainability through improved environmental performance and the resulting corporate image. Julie Haddock-Millar, Chandana Sanyal, and Michael Müller-Camen investigated in 2015 how a global firm implemented green human resource management in its Swedish, German, and British branches (HRM). The authors analyzed and contrasted the Green HRM practices used by the three European branches of a US restaurant chain. As a result, Green HRM practices and behaviors might be compared while considering the factors that influence the subsidiaries in this particular industry.

The methodology for multi-case research with 50 participants included semi-structured interviews and focus groups. The results showed proactive environmental management through a variety of operational and people-centered approaches throughout the three European countries. According to the study's findings, although there was a general commitment to environmental sustainability, the subsidiaries' choices for how to involve their staff in environmental sustainability varied, as did how the environment and HR functions were positioned and aligned. Relationships with significant stakeholders, strategic and performance drivers, and cultural factors are just a few of the causes the study discovered for the variations in methods.

Table 1. Journal and Publisher Distribution

Article Name	Author(s)	Journal/publisher	Year	Recommendations
Green HR Practices: A Sustainable Approach to Increase Employee Performance	Khan, Muhammad Akbar Ali Ansari, Tanveer Ahmed, Areeba Athar Malik	iRASD Journal of Management;iRASD	2022	<p>With the help of green recruiting, businesses may set themselves apart from the competition, improving their chances of luring and keeping candidates.</p> <p>We support environmentally advantageous employment procedures as a way to support the current green trend.</p> <p>More studies should be done to answer concerns about the commitment of the green employer to environmental goals and to find out how prospective employees rank the green employer on the aforementioned sustainability criteria.</p> <p>Have they discovered proof of a company's usage of eco-friendly hiring methods, such as paperless interviews, eco-friendly workplaces, and eco-friendly job descriptions?</p> <p>Exists a means for new hires to become familiar with the environmental objectives and procedures of the business before beginning work?</p> <p>Investigating and resolving these issues will assist new employees in adhering to the company's green policies while collaborating with management to develop new green regulations that satisfy the demands of the business.</p>
The perception of creating a sustainable environment by business entities	<u>FarheenJaved</u> and <u>Tahir Nisar</u> (2016)			<p>Training programs for the establishment of sustainable environments could be aided by good instruction on green practices.</p> <p>In Faisalabad, Pakistan, organizations and employees have inadequate awareness about green practices, which could be easily remedied via learning.</p>
Green Human Resource Management and Organizational Environmental Sustainability During Covid-19 Pandemic: A Conceptual Framework:	Mohammad Noor Khaled M. Alqudah, Yusnita Yusuf1, Malek BakheetElayan , Cempaka Paramita	Journal of Cleaner Production; Elsevier	2021	With sufficient management-employee involvement and commitment, public companies establish strong policies and strategies that include GHRM into their strategic goals.
Green HRM Practices in Corporate Sectors for Environmental Sustainability	SayleeKarande, Dr. Varsha Bihade D Y Patil	International Journal of Innovative Science and Research Technology; Academia.edu	2018	The study indicated that in order to reduce the carbon footprint from all activities, firms should educate their staff about green HRM practices and encourage them to use them.
Impact of green training on green environmental performance through the mediating role of green competencies and motivation on the adoption of green human resource management in Malaysia	Yafi, E.; Tehseen, S.; Haider, S.A. (2021)Both	Researchgate		The association between green training and environmental performance was considerably and favorably moderated by green competences and motives.
Green HRM: An Innovative Approach to Environmental Sustainability	Ridhi Sharma Neha Gupta University of Jammu	Researchgate	2015	Initiatives involving human resources to support sustainable behaviors and raise employee engagement and understanding to sustainability concerns.
The Effect of Green Human Resources Management on Sustainability Business Companies (Case Study)	Erfina Tri Wulandari and Lenny Christina Nawangsari	European Journal of Business and Management Research	2021	Green hiring, green training, green compensation, and green awards have all had a good and significant impact on business sustainability. However, there has been no discernible impact from green performance

on Employee Claim Department PT. Prudential Life Assurance)				appraisal.
Green HRM in Pursuit of Environmentally Sustainable Business	Kathak Mehta*, Pawan Kumar Chugan http://www.hrpub.org/download/20150620/	Universal Journal of Industrial and Business Management		Benefits offered to employees who participate in initiatives like "carpooling" should be encouraged. Such green commuting practices ought to be commended in order to encourage more workers to adopt them.
Green Human Resource Management: Policies and practices	<u>Shoeb Ahmad</u>	Researchgate	2015	recommends paperless workplaces, environmentally friendly construction, and HR procedures that support the three environmental pillars of social, economic, and environmental balance.
Leveraging green human resource practices to achieve environmental sustainability	Paille and Valaeu	<u>Journal of Cleaner Production</u>	March 2020	To thrive in a cutthroat industrial world, a corporation must properly integrate its internal strengths with its environmental innovation. Through the use of innovative competitive tools and the creation of green business strategies, organizations may be able to enhance their environmental performance.
Influence of Selected Green Human Resource Management Practices on Environmental Sustainability at Menengai Oil Refinery Limited Nakuru, Kenya	Winnie Achieng Owino*, JosphatK wasira	<code>javascript:void(0)</code> ; Journal of Human Resource Management; SciencePg	2016	The most significant influence on environmental sustainability came from NEMA rules and regulations. Environmental sustainability is significantly impacted by green performance management. The report suggested that Menengai Oil refinery enhance its systems for occupational health and green performance management in order to ensure environmental sustainability.
Impact of Green Training on Environmental Performance through Mediating Role of Competencies and Motivation	EiadYafi, ShehnazTehseen and Syed Arslan Haider	Sustainability journal; MDPI	2021	Investing in environmental management is advantageous to building a good reputation in their eyes because stakeholders have become more demanding and have pushed firms to go green in all of their operations, goods, and/or services. The current findings suggest that businesses should concentrate and strengthen green motivation and compensation, which are required for putting green training approaches into practice. Additionally, it is suggested that Green Training practices need a developing culture and flat organizational structure in order to promote and increase Green Employment performance and keep a competitive advantage.
Green human resource management: a catalyst for environmental sustainability in Nigeria	<u>Terry Victor Diri</u>	Journal of Global Ecology and Environment; Researchgate	2021	The government and other organizations appreciate GHRM and incorporate green HR practices into their goals, objectives, and plans of action.
The curious case of green human resource management practices in the Ghanaian manufacturing industry; a reality or a mirage	Abdul-Razak Suleman, Kwesi Amponsah-Tawiah, Isaac Nyarko Adu and Kwame Owusu Boakye	Management of Environmental Quality: An International Journal; Emerald Insight	2022	Through improved environmental performance and the resulting positive impact on the company's brand, green human resource management methods serve as a foundation for the legitimacy and survival of organizations.
Influence of Green Recruitment and Selection on Sustainability of Selected Tea Factories in Kericho Highlands Region, Kenya	TowettJoseahKiplangat, Hellen Sang and Paul Kingori	<u>East African Journal of Business and Economics</u> ; licensed under a <u>Creative Commons Attribution 4.0</u>	2022	Businesses should allow for online interviewing. Additionally, the factories ought to promote online application submission for fresh hires.

Green human resource management and the enablers of green organisational culture: enhancing a firm's environmental performance for sustainable development	Roscoe, Samuel, Subramanian, Nachiappan, Jabbour, Charbel J C and Chong, Tao	Sussex Research Online ;Sussex Research Online	2019	The creation of the organizational enablers for a green organizational culture is supported by pro-environmental HRM activities such as hiring, training, appraisal, and incentivization. We suggest that the key enablers of a green organizational culture are leadership emphasis, message credibility, peer involvement, and employee empowerment.
A systematic review on green human resource management: Implications for social sustainability	Amrutha, V. N. Geetha, S. N	Journal of Elsevier;Cleaner Production	2020	
Green human resource management: A proposed model in the context of Sri Lanka's tourism industry	Siyambalapatiya, Janaka Zhang, Xu Liu, Xiaobing	Journal of Cleaner Production; Elsevier	2018	The use of human resource management to address environmental challenges must be emphasized. Setting goals to reduce carbon footprints and converting organizations to green ones. Successful green transformation depends on employees. Clarification and improvement of concepts have received a lot of attention in GHRM research. It is necessary to pinpoint GHRM procedures that influence environmental performance.
Employee adjustment and wellbeing in the era of COVID-19: Implications for human resource management	Carnevale, Joel B. Hatak, Isabella	Journal of Business Research; Elsevier	2020	A business development known as "green human resource management" uses people as the organization's primary driving force. In order to increase employee welfare and long-term organizational success, the GHRM system plays a crucial role. GHRM is a development of HRM in creating an eco-friendly company. The role of human resources (HR) in an organization is crucial. HR can therefore help to intricate environmental management processes. Employee participation in decision-making is therefore necessary to boost economic activity and environmental harm.
Green human resource management: a comparative qualitative case study of a United States multinational corporation	<u>Julie Haddock-Millar,</u> <u>Chandana Sanyal</u> & <u>Michael Müller-Camen</u>	International Journal of human resource management;Researchgate	2015	According to the study, there are a number of causes for the disparities in approaches, including, among others, strategic and performance drivers and cultural elements like ties to significant stakeholders.

Adapted from: Amrutha, V. N. Geetha, S. N. Journal of Cleaner Production Elsevier (2020)

References

- [1]. Agyepong, A. O., & Nhamo, G. (2017). Green procurement in South Africa: Perspectives on legislative provisions in metropolitan municipalities. *Environment, development and sustainability*, 19(6), 2457-2474.
- [2]. Ahmad, (2015). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, 10(6), 1739.
- [3]. Almada, L., & Borges, R. (2018). Sustainable competitive advantage needs green human resource practices: A framework for environmental management. *Revista de Administração Contemporânea*, 22, 424-442.
- [4]. Okeyo, E. O., & Ragui, M. (2017). Green economy strategies adoption on financial performance of Bamburi Cement Company, Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(4), 347-365.
- [5]. Almendarez, L. (2013). Human capital theory: Implications for educational development in Belize and the Caribbean. *Caribbean Quarterly*, 59(3-4), 21-33.
- [6]. Al-Romeedy, B. S. (2019). Green human resource management in Egyptian travel agencies: constraints of implementation and requirements for success. *Journal of Human Resources in Hospitality & Tourism*, 18(4), 529-548.
- [7]. Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*.
- [8]. Bontis, N., Keow, W. C. C., & Richardson, S. (2000). Intellectual capital and business performance in Malaysian industries. *Journal of intellectual capital*.

- [9]. Bula, H. O. (2019). The Role of Innovation Capability in Organizational Success for Small and Medium Enterprises in Kenya: A Critical Review of Literature. *The University Journal*, 1(3), 19-26.http://daea.or.ke/wp-content/uploads/2019/02/TUJ_Bula_19-26a.pdf
- [10]. Diófási-Kovács, O., & Valkó, L. (2015). Furthering sustainable development: The implementation of green procurement in Central and Eastern Europe: Methods and experiences from Hungarian public and private organizations. *Problemyekonomii – problems of sustainable development*, 10(2), 115-126.
- [11]. Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: a comparative qualitative case study of a United States multinational corporation. *The International Journal of Human Resource Management*, 27(2), 192-211.
- [12]. Hadjri, M. I., Perizade, B., & Farla, W. (2019, October). Green human resource management, green organizational culture, and environmental performance: An empirical study. In 2019 International Conference on Organizational Innovation (ICOI 19).
- [13]. Hosain, S., & Rahman, M. D. (2016). Green human resource management: A theoretical overview. *IOSR Journal of Business and Management (IOSR-JBM) Volume*, 18.
- [14]. Hossen, M. M., Begum, M., & Sultana, F. (2018). Managing Human Resources Through Green Policy: Ways Out and its Implication. *TRIKONOMIKA*, 17(2), 49-58.
- [15]. Howes, M., Wortley, L., Potts, R., Dedekorkut-Howes, A., Serrao-Neumann, S., Davidson, J., ... & Nunn, P. (2017). Environmental sustainability: a case of policy implementation failure?. *Sustainability*, 9(2), 165.
- [16]. Islam, M. T. (2014). Green Recruitment and Selection Process Model: Evidence from the Banking Sector of Bangladesh. *Bank Parikrama*, 39(1).
- [17]. Jabbour, C. J. C. (2013). Environmental training in organisations: From a literature review to a framework for future research. *Resources, Conservation and Recycling*, 74, 144-155.
- [18]. Kuria, M. W., & Mose, T. (2019). Effect of green human resource management practices on organizational effectiveness of universities in Kenya. *Human Resource and Leadership Journal*, 4(2), 1-20.
- [19]. Likhitar, P., & Verma, P. (2017). Impact of green HRM practices on organization sustainability and employee retention. *International journal for innovative research in multidisciplinary field*, 3(5), 152-157.
- [20]. Mishra, R. K., Sarkar, S., & Kiranmai, J. (2014). Green HRM: innovative approach in Indian public enterprises. *World Review of Science, Technology and Sustainable Development*, 11(1), 26-42.
- [21]. Mwita, K. M., & Kinemo, S. M. (2018). The Role of Green Recruitment and Selection on
- [22]. Performance of Processing Industries in Tanzania: A Case of Tanzania Tobacco Processors Limited (TTPL). *International Journal of Human Resource Studies*, 8(4), 35-46.
- [23]. OgbuEdeh PhD, F., & Okwurume, C. N. (2019). Green Human Resource Management and Organisational Sustainability of Deposit Money Banks In Nigeria. *Journal of Management Sciences*, 3(1), 224-235.
- [24]. Orwa, Bula Hannah; Tiagha, Edward; Waiguchu, Muruku. (2017). An Assessment of the Influence of Technology and Innovation on Performance of Women Small Scale Entrepreneurs (SSEs) in Nairobi, Kenya. *South Asian Journal of Management*. Vol. 24, No. 4.
- [25]. Oloo, P. O. & Bula, H. O. (2016). Influence of Participatory Decision Making of Junior Staff at the Retail Markets in Kenya. An Empirical Study of Uchumi Supermarket in Nairobi. *International Journal of Education Research*. Vol. 4 No. 2 February 2016. www.ijern.com. ISSN: 2411-5681.
- [26]. Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study. *Journal of Business Ethics*, 121(3), 451-466. <https://doi.org/10.1007/s10551-013-1732-0>
- [27]. Pellegrini, C., Rizzi, F., & Frey, M. (2018). The role of sustainable human resource practices in influencing employee behavior for corporate sustainability. *Business Strategy and the Environment*, 0(0). <https://doi.org/10.1002/bse.2064>
- [28]. Peoples, R. (2009). Preparing Today for a Sustainable Future. *Journal of Management Education*, 33(3), 376-383. <https://doi.org/10.1177/1052562908326044>
- [29]. Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: how do green human resource management practices influence organizational citizenship behavior in hotels. *Tourism Management*, in press.
- [30]. Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879.
- [31]. Post, J. E., & Altma, B. W. (1994). Managing the Environmental Change Process: Barriers and Opportunities. *Journal of Organizational Change Management*, 7(4), 64-81. <https://doi.org/10.1108/09534819410061388>
- [32]. Ratemo, Bula & Makhamara (2021). Career Development and Employee Performance In Kenya Forestry Research Institute Headquarter In Muguga, Kiambu County, Kenya. *International Journal of Economics, Commerce and Management United Kingdom* ISSN 2348 0386 Vol. IX, Issue 4, April 2021 Licensed under Creative Common Page 123 <http://ijecm.co.uk/>

Felistus Hilda Makhamara, et. al. "A Critical Review of Green Human Resource Management and Environmental Sustainability In Firms." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(10), 2022, pp. 43-51.