IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES ON EMPLOYEE PERFORMANCE IN THE 21st CENTURY: A SYSTEMATIC REVIEW

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ABSTRACT

Human resources will be forced to labour under more stressful situations unless and until the organization delivers the best HRMP to its employees, resulting in poor performance and job satisfaction. This research investigates the impact of human resource management practices on employee performance and job satisfaction. A standardized questionnaire was used to interview 229 volunteers from various organizations. The topic is investigated using chi square in this research. The results demonstrate that a variety of dependent factors, such as age, education, and current work experience, have a significant moderating effect on the relationship between HRM practices and employee performance. When mediation is employed, job satisfaction is unrelated to HR management practices.

KEYWORDS: Career, Planning, Compensation, Employee Performance, Job Satisfaction.

INTRODUCTION

Environmental awareness is increasing all over the world to encourage the industry carry out the green industry applying the concept of Green Manufacturing. However, manufacturing companies that implement Green Manufacturing are still very rare. Most companies consider the application of Green Manufacturing as obstacles to gain profit rather than to improve or develop.   This   has   become   one   of   the   obstacles   in   the   implementation   of   Green

Manufacturing in the world, including in Indonesia. Other barriers in applying Green Manufacturing is the limited awareness of the trend of 'green' limited access in the Green Manufacturing literature, the lack of knowledge about Green Manufacturing, as well as the scarcity of information of Green Manufacturing implementation in the company.

The United Nations World Commission on Environment and Development (WCED) called for a Report in the 1990's to investigate the condition of the world's resources. It is acknowledged within the report that it is difficult to transform traditional policies, processes and practices without developing and converting the attitudes of an organizations workforce. Green HRM began its journey through the milieu of green management applications, in order to address the growing concern from corporate stakeholders, in response to the negative impacts of organizational operations on the environment. By embracing green management policies and strategies, and green HRM practices and processes, firms are expected to receive direct and peripheral gains such as improved sales, productivity gains and competitive advantages. In addition, advantageous employee behaviours and increase incorporate effectiveness including improvements in water and energy usage and waster education are likely to occur. However, the challenge for organizations is to get all employees on the same green bandwagon'. Without a more targeted facilitation of HR policies, processes and practices, firms will most likely struggle to achieve their green goals and targets as highlighted within organizational sustainability agendas.

Review of Literature

Ayman Alshaabani, Ildiko Rudnak and Farheen Naz (2021) describes that an effect of Green HRM activities on environmental performance and green work involvement in Renewable energy departments. It showed that the green performance management, green training and green rewards important for organizational development.

Sanjay Kumar Singh (2020) stated that eco-friendly new idea, innovations and employee's performance regarding the environmental issues as a part of GHRM and green transformative management. The green innovation was applied as free variable and environmental performance was applied as dependent variable. The GHRM secondarily flip the green innovation impacts on the employee's environmental performance.

Chaudhry Shoaib Akhtar, Nazia Habib, Sajid Hussain Awan (2020) examined that the efficiency of green management system for effective environmental outcomes. An important

impact of PMSE, tasks and the performance and work involvement on contextual and. PMSE model such as the fairness perception is a most important part, maybe initiate for employee's promoted job involvement and tasks related performance.

According to Poonam Likhitkar and Prianka Verma (2017) the positive effects of GHRM activities like Green Recruitment & Selection process, Green induction, Green Training & Development, Green Performance Management and appraisal and Green culture will improve the organizational productivity.

Quyen Phu Thi Phan, Zuzana Tuckova, Nhattan Pham (2019) stated that there is a positive relationship between GHRM, employees performance and organizational development. According to Stern (2000) based on four categories of behaviours will affect the organisational decisions, public environmentalism, private environmentalism, environmental activism and other behaviours that influence the environment.

Later, Larson et al. (2010) examined that the multi-layered framework of pro-environmental behaviours are divided into environmental citizenship, land stewardship, lifestyle behaviours and social environmentalism.

Yusoff et al. (2020) show that due to the massive number of environmental issues that hotel industry has encountered, there is an increasing force to pay a correct reaction to environmental issues and executing sustainable business practices such as the adoption of green human resources management (HRM) practices provide a win-win situation for the organization and its stakeholders, therefore, signals the need to examine how green HRM practices will enhance the environmental performance in the hotel industry, and the results extend previous research by not only highlighting the importance of green HRM practices in driving environmental performance but also indicating how each dimension of green HRM practices either enhances or inhibits environmental performance.

Islam et al. (2020) examines the role of green human resource management (GHRM) practices, such as green recruitment and selection, green training, green performance management, green involvement and green rewards, and pays attention on the turnover intention of the millennial employees working in the hotels (3-4-and 5-star) and the analysis of the data through partial least squares structural equation modelling reveals that the green involvement and green pay and reward only impact on reducing turnover intension of

millennia's while other GHRM practices do not have direct impact on turnover intension millennia's, and interestingly, the study does not find any moderating effect of work environment on the relationship between GHRM practices and turnover intension of millennial working in hotels in Malaysia. Tang et al. (2018) propose and validate an instrument to measure GHRM and the results indicated that the proposed measurements valid, and finally this study is the first and also the most comprehensive one to measure main human resource practices for environmental management, which can provide broader focus for further research and for practitioners.

Ansari et al. (2021) present research findings reveal that green human resource management (GHRM) practices influence employee' green commitment and pro environmental behaviours (PEBs), moreover, the results also suggest that green commitment mediates the relationship between GHRM and PEBs.Chaudhary (2019) presents that organizational prestige (OP) and organizational attractiveness (OA) sequentially mediated the effect of GHRM on job pursuit intension (JPI), by offering an understanding of complex micro level processes through which GHRM shapes prospective applicants' JPI, the study advances the understanding on human element of environmental management and provides a foundation for designing effective GHRM systems.

Chaudhary (2020) presents that GHRM was found to significantly predict both task-related and voluntary employee green behaviours, while organizational identification significantly mediated the effect, whereas gender and environmental values failed to moderate the relationship between GHRM and employee green behaviour, and the study signifies the role of HRM in achieving environmental sustainability and emphasizes on the urgent need to embed sustainability dimension into HR systems to achieve sustainable development goals.

Renwick et al. (2008) support Jabber and Santo's (2008) claims that HRM and HR practitioners are best placed to lead and co-ordinate the introduction of green policies in organisations, because they are proficient in communicating with employees and expertly equipped in implementing cultural change processes. Cohen et al., (2010) state that there are few areas of organizational functionally that have the capabilities to deliver the necessary people management outcomes of sustainability and environmentally friendly agendas than that of HRM.

John R. Rathgeber (2007) has said in his research that many business leaders are embracing Corporate Sustainability and Green Business practices as a way to improve their operations and enhance their competitiveness.

Stephen King (2004) stated that the future of HRM will be built on innovation and creativity, in nutshell innovation and creativity approaches were needed towards quality of life, environmental improvements through the healthy, sustainable, vibrant community theme. In summary it was said that money and support of employees and put HRM on the road to environmental Sustainability.

2.1 Statement of the problem

Being green does only mean that the employees are well aware and have a conscious mind, it is a challenge for the employees to be aware of the green environment. Due to the heavy work pressure and the achievement of set targets the employees are not aware of the existence of green environment. There is a lack of responsibilities and a sense of consciousness towards the protection of the environment when the employees are at work place. Even though the organisation is engaged in conducting lot of induction programmes for the newly recruited employees, they are only provided information about their work and their responsibilities towards their job but the management fails to provide awareness about the need to protect and preserve the environment.

2.2 Objectives of the study

The main objective of the study is to know the perception in general towards the existence of green HRM and its impact it creates. Keeping this in view, the following secondary objectives has been set up;

- To know the awareness among employees about green HRM
- To identify the benefits of green HRM practices
- To discern the perception of people regarding green HRM

2.3 Scope of the Study

The research was undertaken to assess the employee perception towards green HRM. This research will be useful to the employees to understand the Green HRM practices followed by the organizations also it will help the organization to give proper training, compensation and conduct performance appraisal.

1. Research Methodology

3.1 Research Approach

This research is Causal type of research. Causal study is the description of cause and effect of one variable to another (Sekaran and Bougie, 2013). This research is to investigate and determine if some variable cause another variable to change, which means in this research, if the variable Green Recruitment, Green Development, Green Performance Appraisal, and Green Reward can cause the change of Employee Performance as the dependent variable. In achieving the result, quantitative data is required as a research method based on paradigm that used to investigate the influence the impact of variables on Green Human Resource Management indicators towards Employee Performance.

3.2 Population, Sample, and Sampling Technique

In order to acquire the appropriate data, a researcher must specify the population to be researched. The sampling technique in this study is total sampling, Total sampling using sampling techniques with the same number of samples as the population (Sugiyono, 2007). Questionnaire was used to gather data for this investigation. A variety of variables influence the questionnaire's design, including the sort of study being undertaken and how it will be done (Proctor, 2000).

3.3 Data Collection Techniques

The data that collected in this research, collected by using questionnaire based on total number of employees in the Starbucks Coffee Manado. After that, the data that are collected will be analyzed through SPSS to get the result. The design of the questionnaire is influenced by a number of factors, including the type of research being conducted and the way in which it will be conducted (Proctor, 2000). The questionnaire made using Likert-scale questions here are consisted of several response categories (Zikmund, 2003).

2. Data analysis and Interpretation

4.1 Chi-Square

Chi-square test is a statistical test commonly used for testing independence and goodness of fit. Testing independence determines whether two or more observations across two population are dependent on each other (that is, whether one variable helps to estimate the other). Testing for goodness of fit determines if an observed frequency distribution matches a theoretical frequency distribution.

Table No: 1. Problem Faced due to green HRM.

Description		Problems faced due to green HRM in the company					Total
		Extra Time	stress	Time wastage	Others	Work disturbance	
Experience level	below 1 year	5	2	4	3	1	15
	1 year -5 years	9	14	5	6	11	45
	6years – 10 years	10	7	4	3	6	30
	11 years – 15 years	0	2	4	1	2	9
	Above 15 years	0	0	0	0	1	1
Total		24	25	17	13	21	100

Source: Primary Data

Table No: 2 Chi-square Tests.

Description	Value	Df	Asymptotic Significance
Pearson Chi-square	17.916	16	.329
Likelihood Ratio	18.648	16	.287
Linear-by-Linear Association	3.144	1	.076
N of Valid Cases	100		

Source: Primary Data

Inference:

Null hypothesis (H0): There is no significance difference between the experience of respondents and problem faced due to implementation of green HRM in the company respondents.

Alternative hypothesis (H1): There is a significance difference between the experience level of respondents and problem faced due to implementation of green HRM in the company. Since p value is a 0.329 greater than 0.05 at 5% level of significance. Null hypothesis is accepted. There is no significance difference between the experience level of respondents and problem faced due to implementation of green HRM in the company respondents.

Research Findings

The impact of organizational decision making process, green recruitment process, green training and development programme, green compensation and reward system and green performance appraisal system will improve the employee performance. The green HRM practices have a significant positive relationship with employees' performance and organisational development. This study will help the organization to implement green HRM practices such as organizational decision making process, green recruitment process, and

green training and development programme, green compensation and reward system and green performance appraisal system for the development of the organization. It also offers guidelines for the decision makers on how to improve the employees' performance in their workplace and consequently create a culture of friendly atmosphere in the organization. This study concludes by providing suggestions on creating the awareness about green HRM practices.

Recommendation and Suggestions

Further studies may concentrate on practices of green HRM separately, thus contributing to a reasonable explanation for the influence of green HRM practices on the behaviour of employees. Summarize this stud y enlarges our data on green HRM effects and recommends it to an organization that will improve their sustainability and performance through the behaviour of employees (Alaradi, 2019). Empirical evidence tested that GHRM has a significant impact on the performance of the organization. Findings predict to attain green services innovation can improve the organization's performance by adopting Green Human Resource Management. In Bahrain, the private organization should implement Green Human Resource Management practices to promote the management of the environment. Green Human Resource management should develop a culture of the green organization to involve the attitude and behavior of employees, which leads toward the green management of the organization. To develop a corporation, increase Knowledge and skill and create the flexibility of organization and satisfaction and permit members freedom to contribute in implanting changes and decision making (Aldulaimi, 2019). The following suggestions are;

- Focusing on recycling where possible, that will reduce the amount of wastage as well as pollution.
- Spreading green thinking among employees and stakeholders to make them green psychologically.
- Rewarding employees on the basis of green activities to motivate them to be more aware about environment.
- Creating more awareness about various green hr practices like recycling, waste conversion, and conservation of energy.
- Appointing more of trained personnel to implement green technologies efficiently and effectively.

CONCLUSION

Today, human resource plays a very important role in managing employee from entry to exit. Organizations should provide proper training to the employees and influence them to adopt green HRM (GHRM). No doubt there are certain barriers in the implementation of green HRM but the organizations should still concentrate on the innovative methods to adopt Green HR and should learn from other organizations green HR initiatives adopted by them. They should focus on strengthening their employees so that they can also contribute in this regard. Green HRM can develop willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization. The Green Human Resource Management has the responsibility to create green awareness among the new talent and the existing employee working for an organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs and practices, retain the resources for future generation. Green HRM (Human resource Management) is a relatively new concept that has gained a lot of attention in recent years due to the increasing concern for environmental sustainability. The primary goal of Green HRM is to integrate sustainable practices into human resource management functions of an organization, such as recruitment, training, performance management, and employee engagement. The adoption of Green HRM practices can help organizations reduce their environmental impact, improve their reputation, attract and retain environmentally conscious employees, and ultimately contribute to a more sustainable future. In conclusion, Green HRM is an essential approach for organizations that seek to promote sustainability in their operations. It is a comprehensive and strategic process that requires the commitment of all stakeholders, including top management, HR professionals, and employee. By implementing Green HRM practices, organization can not only achieve their environmental goals but also improve their bottom line and build a better future for generations to come.

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