

Green HRM Matters: A Road Map for Achieving Environmental Performance and Employee Engagement Behavior

Shagufta Chandio ^{1 *} | Dr. Tania Mushtaque ² | Dr Mushtaque Ali Jariko ³ |

^{1*} Ph.D. Scholar, Institute of Business
Administration Department, University
of Sindh, Jamshoro, Pakistan.
Shaguftahafiz1@gmail.com

² Assistant Professor
at the Institute of Business
Administration Department, University
of Sindh, Jamshoro, Pakistan.
tania.mushtaque@usindh.edu.pk

³ Professor
at the Institute of Business
Administration Department, University
of Sindh, Jamshoro, Pakistan.
mali.jariko@usindh.edu.pk

Article History

Received: 02-05-2025
Accepted: 17-05-2025
Online: 26-06-2025

ABSTRACT:

Green HRM (GHRM) methods are being used by companies to foster sustainability expectations and then evaluate environmental sustainability. The effects of GHRM practices on employee commitment, behavior, and corporate environment sustainability were the main focus of this study. Green HRM methods can be used strategically to address and enhance workplace environmental challenges. The core aim is to explore how GHRM practices are crucial to establishing a long-lasting environment in businesses. It is a matter of giving importance to employee engagement behavior, creating a work environment that is safe and healthy for the employees, and lowering pollution and waste production, through which the environmental performance can be enhanced by the organizations. Since this research aims to investigate the relationship and results of GHRM practices, corporate environmental performance, and employee engagement behavior, implementing green HRM practices will boost profitability. This inquiry contributes to the body of literature review and critical analysis by highlighting the advantages of corporations' green actions and the role of GHRM practices in recent advancements. By emphasizing the benefits of companies' environmental initiatives and the part green HRM practices play in modern advances, it also contributes to the corpus of previous assessments and critical analysis.

Keywords: Green HRM practices, Organizational Environmental Performance, and Employee Engagement Behavior.

Introduction

The primary objective is to demonstrate how GHRM practices contribute to reducing pollution and waste. Green HRM practices involve a strategy to address the variety of environmental issues that affect both internal and external operations within an organization. It presents significant opportunities for businesses, indicating that a workplace that is safe and healthy for the environment may be viewed as an essential strategy for the future.

Environmental problems can be reduced through putting more pressure on employees, creating an environmental background, and also boosting employee engagement behavior, which will raise environmental costs for businesses. Pollution and waste production are reduced as a result. Organizations expected their profits from the outcomes while employing strategies of Green HRM practices. Ideas' proposition and validation are crucial to stopping greenwashing. The HRM approach is regarded as having particular significance in light of the current interest in the environment. This incentive's overarching objective is still to identify the practices in the contemporary developments of organizations. Issues of the environment come up in the literature review, but there hasn't been a lot of discussion of the companies' positive aspects. (Khan & Muktar, 2020).

Green HRM practices have focused on how the organizational environment affects employees, staff, and the labor union, such as the connection between flexibility in the labor union and the holding power over particular employees. Green HRM practices have a competitive advantage because of their significance in HRM and for employees. The confirmation and the connection of G-HRM practices is the concern with organizational performance that relates to organizational

innovation, and organizational performance (financially and non-financially). While there are other assumptions that Green HRM practices have and are directly and indirectly affected by influencing the attitudes and behaviors of individuals and organizations. (Rubel, Kee, & Rimi, 2021; Benevene & Buonomo, 2020; Ribeiro, Gomes, Ortega, Gomes, & Semedo, 2022).

There are numerous corporate sectors incorporating the practices of G-HRM in their strategies to align with wider environmental objectives as the global focus on environmental sustainability grows. As suggested by Aftab and Abid. (2022); Shahzad et al. (2021), G-HRM encompasses a range of procedures that are all intended to encourage ecologically responsible behavior in businesses. Green hiring, training, performance management, and employee engagement are some of these strategies. Furthermore, Aggarwal (2022) suggested that by incorporating environmental goals into green HR functions, businesses can improve environmental performance, foster a sustainable culture (Li, Kuo, Mir, and Omar, 2022), and encourage employee engagement (Mir & Amin, 2016)

The concerns about the environment and sustainable development have gained increasing importance, especially in developed countries (Aboramadan, 2022). Hence, these concerns have had a greater scope since the Industrial Revolution due to mounting organic deprivation, environmental harm, and terrible contamination (Akhtar et al., 2020). Currently, authorities through non-government organizations all over the world are promoting the regulation of industrial activities to alleviate the adverse impacts on society and people. (Cao et al., 2021). To achieve sustainable actions, businesses must balance the objective of obtaining economic benefits and ecological well-being. Many sectors have passed laws and

regulations to restrict resource depletion and to lessen the social impact of the business community in reaction to the detrimental impacts that production has on multiple factors of the environment. (Chaudhary, 2020). Implementing green efforts in enterprises has given a boost to the practices followed in the G-HRM and is termed as a separate field of HRM (Awan et al., 2023).

Recent studies prove that human resources management can be a major area in achieving sustainability in many places. The GHRM practice is the set of laws, rules, and customs followed by parties due to the consideration of the interests of green initiatives. The incorporation of 'green' ecological principles with functions emphasizes the coherence between traditional management of human resources and the environmental objectives of enterprises (Haddock-Millar et al., 2016), as noted by Aktar and Dhahi. (2024), "organizational environmental performance" is very well known as the ability of an organization to efficiently manage environmental performance. Depending on the sector, this could reduce greenhouse gas emissions, solid waste, toxic effluents, and environmental crises. Therefore, employees' commitment and engagement also work actively to support the green activities of the company. Employee engagement behavior includes alignment with an organization's ideals and objectives, which is the state of being a part of an organization and the readiness to work hard on behalf of the company. Employee engagement behavior is important as it directly influences outcomes like organizational environmental performance. High employee engagement behavior strengthens a worker's bond with their responsibilities and company by fostering a connection between their work and personal values. The connection between an organization's environmental performance and employee

engagement behavior is of interest to both academics and business executives. (Sarfo et al., 2024).

As per Awan, Dunnan, and Jamil. (2023), G-HRM practices have also globally expanded as a result of the growing awareness of the need to take action by associations on environmental issues. With the growing importance of sustainability, organizations are recommending the use of G-HRM as a political tool to enhance the performance of the organization overall in terms of all aspects, including environmental concerns, to meet global standards. Renwick et al. (2022) state that, in advanced nations, abandoned GHRM practices are often taken care of as per the environmental concerns and the regulations followed on the commercial and social grounds, known as the social responsibility. In contrast, GHRM practices implementation is more difficult in developing regions due to resource constraints and weaker nonsupervisory networks (Aftab & Abid, 2022). However, due to these obstacles, businesses are increasingly acknowledging the benefits of sustainability, among which are the increase in their competitive advantage and the decrease in costs by enhancing resource effectiveness. The comprehensive framework of GHRM encourages environmental responsibility so that businesses can survive in an environment where the global eco perspective is focused on dealing with (Rana, et.al, 2024).

Sustainable Organizational Environmental Practices in the direction of GHRM practices

An effort to develop a clear and comprehensive picture of a particular field of research, i.e., how Green HRM practices influence organizational environmental performance (OEP) and employee engagement behavior. As per Higgins et al. (2011), it involves relating, evaluating, and synthesizing relevant studies in transparent and rigorous ways.

Research on GHRM practices has increased, but there are very few reviews that offer a full account of how GHRM practices are conducted in various industries and regions. Reviews often occur at specific aspects of the GHRM practices, such as green reclamation or training (Renwick et al., 2020; Jabbour et al., 2022), but do not highlight how those practices are organized across all associations. Because of the fragmented approach, there is a requirement for a thorough review of the available updated examination of GHRM practices. The aim of this article is to fill this void by conducting a methodical review of GHRM practices carried out in different organizational settings to identify and characterize different patterns of practices. The review will look at how GHRM practices vary from one industry to another, focusing on both the obstacles and solutions to adopting a green HR strategy, in contrast to previous studies, which consistently fail to provide transparency in detailing review procedures (similar to the databases used, addition/rejection criteria, and research terms). A strict methodological framework will be provided by this review to guarantee the comprehensiveness of the literature review of the available scholarly literature. Without a thorough methodical evaluation, businesses may find it difficult to determine the most effective ways to incorporate GHRM practices into their larger sustainability business. Additionally, the difficulties associations face when enforcing GHRM practices in a variety of contexts are obscured by the absence of a comprehensive overview. If this gap is not filled in by posterior exploration, organizations will be left without clear instructions on how to apply these practices effectively.

So the main objectives of the study are:

- To further clarify the correlation between organizations' environmental performance and green HRM.

- To elaborate on the link between environmentally friendly HRM techniques and Employee Engagement conduct.

- To highlight the link between green human resource management practices, organizational environmental performance, and Employee Engagement Behavior

Literature Review

Green HRM Practices

Green HRM practices include structural capacity programs, processes, and systems. Making people's relationships with the organization socially, environmentally, and monetarily responsible for the association's pretenses is crucial. It also involves being involved in and having influence over the creation of both proactive and reactive tactics for fostering a green culture, as well as having the internal and external resources to support those efforts. First, there are two types of mortal coffers: hard and soft. The benefits of HRM are known, but change operation prevents them from being employed effectively. Most importantly, the mortal resource system's factors will be essential if layoff costs are stopped. The green HRM practices meet ecological conditions in some mortal resource styles. Organizational Environmental performance- promoting conditioning can also be explained by directorial and hand conduct. Organizations possessing a competitive edge that is socially and environmentally responsible will be created by a person who performs the reclamation and selection conditioning that attract, make, and encourage workers (Mousa & Othman, 2020; Adriana, Fahira, Nailissa'adah, & El Maula, 2020; Malik, Cao, Mughal, Kundi, Mughal, & Ramayah, 2020; Nisar, Haider, Ali, Jamshed, Ryu, & Gill, 2021). Since it examines the consequences of GHR management

practices on employees' engagement behavior and organizational environmental performance, this study is one of the contributions to the literature. Employees' engagement with the environmental performance of the company is examined in this paper. It explains how the successful perpetuation of Green HRM practices within and across associations increases employees' engagement and environmental performance for the organizations and society.

Recruitment and Selection

As in several research i.e. Fawehinmi et al., (2020) and Al-Swidi et al., (2021) it is suggested unless the company can clearly articulate its environmental engagement policies, explain how they are applied within the HRM system, specifically about hiring, selection, and retention, show that these policies have been put into practice, develop system- and actor-based strategies to close the discrepancy between declared and practiced policies, and develop pertinent material culture measures that enable quantitative evaluation of environmental involvement it will not be able to assess this. Therefore, in contrast to virtual environments, real-world face-to-face encounters usually lack the quality of moral recognition and reciprocal learning, and they can also demonstrate, to some extent, a green selection approach based on the employees' stories and testimonies they present during recruitment.

Furthermore, Anderson et al. (2021) and Hemmings et al. (2021) found that recent empirical findings, societal ideals focused on motivated staff and sustainability of the environment, and an emphasis on ethical values are important job focus areas when hiring staff for the NHS and higher education institutions. There isn't a one-size-fits-all approach to selecting and hiring in a way that gives you a competitive advantage. Geber highlights how

crucial it is to exercise caution at the pre-selection stage of hiring to make sure that job advertisements not only communicate an organization's dedication to social and environmental responsibility, but also that each employee's performance and job well-being may complement one another.

Furthermore, Abiwu and Nunoo's research from 2021 asserts that GR is the process by which organizations recruit individuals with EMS-related behaviors, skills, knowledge, and awareness. The businesses are putting in a lot of effort to go green by putting recruitment procedures online to save paper documents, conserve energy, and reduce contamination by not having employees travel from one location to another just to apply for jobs. According to Gill et al. (2021), educational institutions also confirm that GHRM has a significant association (GR, training, onboarding, compensation, and rewards) and EP. This is accomplished by encouraging eco-friendly hiring practices among employees, providing them with training on how to implement GHRM policies, and rewarding them for actually putting what they learn into practice.

Concerns about the environment are more prevalent among employees when they see eco-friendly behavior. Additionally, the organizations that contribute to major environmental issues, such as energy and water waste, are of concern. Eco-friendly services are required to safeguard natural resources to overcome this negative issue. In this regard, Yusoff et al. (2018) discovered that GR has a strong positive relationship with selection, training, and development, and GC has a positive relationship with EP. The qualities that are required to retain employees in organizations are Loyalty and honesty (Obaid & Alias, 2015). In the HR industry worldwide, choosing a skillful applicant who stays for a long period is the most difficult task, especially in the current environment. According to

Ahmad (2015), commercial businesses are branding themselves as nature protectors to attract candidates with environmentally conscious conduct and the ability to use green practices. On the other hand, applicants are also getting ready for global green standards.

Training and Development

Recruitment and Selection, Marketing, and Instruction. The promotion of knowledge transfer or employee learning must also be a goal of T&D. Employees must gain new skills and improve their existing ones in order to be competitive and keep up with emerging technologies. Ethics training must be completed by Monsanto employees. This is part of the business component dedication to global integrity and helps employees "navigate the 'gray areas' that they may encounter in their day-to-day business." Furthermore, Bayer had to spend money training managers and professional employees on its new principles, such as a love of novelty. Training usually consists of asking new hires to grasp new concepts or teaching them what they need to know when they are initially employed. It not only enhances their abilities but also facilitates their performance of the tasks for which they were employed. In order to achieve long-term success and set a standard degree of efficiency in their staff, most firms prioritize training exercises that are based on specific standards and conditions. "The basic information on the nature of work is necessary to enable them to perform effectively and efficiently" (Glenna & Bruce, 2021).

Thus, this fundamental introduction to job-related information and skills is referred to as training. (Elmore, 2021; Glenna & Bruce, 2021; Gillam, 2021). An additional crucial idea in HRM procedures is training and development. Businesses can enhance staff competencies through training programs and other developmental

initiatives as part of the most effective green HRM operations. Training is also the process of modifying, preserving, improving, or rectifying the abilities necessary to accomplish an organization's intended objectives. "Training is about skills or behavior change in the direction desired by the organization," is in keeping with this, as the expression goes. Enabling employees to benefit from the businesses that offer training should be the aim of that training. Accordingly, companies may use training to turn unskilled people into skilled workers and skilled workers into workers with greater skill levels. Last but not least, businesses use T&D to shape employee behavior in the way they want. Training and development can also be used to communicate the organization's objectives, plans, and degree of interest in its people capital. (Gull & Idrees, 2022; Hameed et al., 2020; Veerasamy. et al., 2023). Training is the process of turning multi-skilled workers who wish to learn more about innovative solutions into innovative workers. An organization's workers' training initiatives and knowledge development may be used to assess the firm's overall work because training incorporates the tools necessary for the organization's goals.

One thing we need to know is that GT and EP have a very clear connection in organizations. By demonstrating the distinct effects of moderators or mediators, prior research has indicated that there is a positive correlation between GHRM practices and EP. Furthermore, Anwar et al. (2020) discovered that organizational citizenship behaviors toward the environment (OCBE), which affect EP, had a favorable correlation with GHRM. This research (Pham et al., 2020; Yusoff et al., 2018) found that employee participation in EP and organizational civic behavior toward the environment were positively correlated with training and employee dedication, acting as a mediating factor. The HR

department of a business must prioritize environmentally friendly training if it hopes to stay in the market. EP benefits directly from training since it helps staff members acquire green behaviors, skills, and understanding that will enable firms to effectively apply GHRM policies to address environmental challenges. (Yafi et al., 2021). In one of the studies of Nisar et al. (2021), it is demonstrated that GHRM practices contribute to EP through pro-environmental behavior, which can be achieved through employee training. According to Darvazeh et al. (2022), the only HR practice that assists employees in implementing GHRM practices in organizations is going to GT. This is because employees in developing nations, such as Iran, lack environmental awareness and training, which is why developing nations face more environmental issues. Training games to develop green skills, abilities, behaviors, and awareness.

Compensation and Rewards

Selection and Recruitment, Promotion and Education benefits, and compensation. The holding of organizational employees for a longer period depends heavily on reimbursements and compensation. According to Bangwal and Tiwary (2015), benefits policies have a substantial impact on worker confidence and holding, both of which contribute to the accomplishment of a firm's objectives. To innovate the organizational environmental performance, benefits are linked to employee morale. Implementing practices for compensation systems will benefit businesses. The organizational environmental performance of employees ought to be the basis for awards. Along with environmentally friendly objectives and activities, compensation mechanisms ought to be developed. According to Sathya and JayaKrishnan (2014), businesses need to implement advantageous actions that give benefits based on green activities. The goal of the reward system is to

achieve, manage, and motivate employees to work hard for the importance of protecting the climate. Green procedures and their implementation within the organization are the responsibility of the Green Compensation structure.

According to Rawashdeh (2018), reward mechanisms ought to be developed in a manner that encourages the organization's green values and makes it easier for organizations to reduce pollution. According to Bangwal and Tiwary (2015), workers who get perks as rewards for solving environmental issues are more loyal and committed to the organization's environmental performance. Employees who have contributed to the reduction of waste within the organization and on the construction site, as well as those who have implemented recycling procedures, should receive good merit points from employers. Employees are rewarded for their efforts through bonuses and benefits. In terms of employees' loyalty to the business, these perks are the most important rewards. Firms will be rewarded for their employees' hard work and loyalty in achieving the company's objectives. In terms of GHRM, compensation is determined by an employee's organizational environmental performance as well as how they successfully apply and disseminate green ideals across the whole business. In the contemporary era, several businesses are attempting to compensate employees for environmentally friendly behaviors (Sathya & JayaKrishnan, 2014).

Reimbursement can be used in a variety of environmentally friendly ways to benefit individuals. They can be in the form of premiums, salary bonuses, and other perks, or they can be non-monetary rewards like more time off, more medical facilities, or anything else (Rawashdeh, 2018). Regarding HRM, enhancing organizational environmental performance within the organization

can be accomplished through compensation and benefits. It has also been noticed that most of the employees receive the benefits on achieving the organizational environmental performance target, and ultimately, EP improves (Ahmad, 2015). Managers, according to Nisar, Haider, Ali, Jamshed, Ryu, and Gill (2021), can enforce strict discipline that includes the green aspects in organizations by fining or punishing employees who violate green environmental policies.

Organization Environmental Performance

Selection and Recruitment, Promotion and Education, benefits, and compensation. Interviews or discussions in focus groups can be used to directly measure the effectiveness of GHRM practices. Qualitative measurements are used to determine whether or not policies are sufficient to direct the organization in the direction of sustainable execution, whether or not employees can participate, communicate, and work together at all organizational levels of sustainable behavior, whether or not policies are sufficient, and participate in sustainable activities. There are no standard ways to measure organizational environmental performance regarding sustainable conflict because GHRM is a new idea. As in the research of Saeed et al. (2022), the firm might compare outcomes over time, between different divisions of the company, or between other enterprises. Furthermore, Muisyo et al. (2022) highlighted that, due to the nature of the qualitative assessment methodologies employed, it is still unknown how best to quantify the success of policies and the consequences of GHRM, as well as the size of the organization and the industry, as these factors may affect the results being measured (Hameed et.al, 2020; Ercantan & Eyupoglu, 2022). Although GHRM and the outcomes of its implementation were the subject of several studies, there is no general agreement

regarding why businesses implement G-HRM and the methods or strategies applied to gauge its effect on EE and EP. Several tools to make a quantification of G-HRM on organizational environmental performance and employee engagement behavior are discussed in this section. The impact of GHRM on Employee Engagement behavior and organizational environmental performance can generally be evaluated using one of three methods: theoretical, quantitative, or qualitative. Using statistical analysis, researchers in quantitative studies attempt to investigate the effect of green HRM policies on Employee Engagement behavior and organizational environmental performance. In contrast, in some qualitative studies, Employee Engagement behavior and organizational environmental performance are self-reported, interview, or focus group-based perceptions of the workforce (Zhu, Tang, Wang, & Chen, 2021; Mehrajunnisa, Jabeen, Faisal, & Mehmood, 2022).

Employee Engagement Behavior and Organizational Environmental Performance

Selection and Recruitment, Promotion and Education, benefits, and compensation. A concept that satisfies ambition's end has been supported by the performance regarding the environment and the engagement of the employees. The roots of the idea are that employees' participation can start efforts to achieve strategic objectives and promote environmental sustainability as a framework. In the field, evidence can also include a list of activities, a departmental decision that clarifies the activities, and environmental citizens' welfare. Green technology-based businesses and rational manufacturing businesses' mechanisms concentrate on more complex management issues of the environment. Socially conscious behavior and a preference for making use of capabilities are reflected in organizations' implementation of

strategic environmental management. Corporations that enforce environmental concerns can benefit socially, according to overall involvement. It has the potential to establish a pattern of ever-increasing corporate environmental knowledge and strategies. In the green industry, the organization typically recruits participants using partial work disclosure in favor of short-term personal financial gains in the form of bonuses and environmental fees. The creation of innovative and captivating HRM solutions that equip workers with the knowledge and abilities to influence governments and decisions that are driven by employee motivation and choice are additional ways in which organizations employing volunteer employees support employee engagement. People who collaborate with environmentally friendly organizations and adhere to environmentally friendly corporate policies typically pay a premium for their participation. Businesses that are involved in the sustainable environment and are keen to follow the policy-based economic activities, staff are attracted, typically select voluntarily, and set and create work. The outcome is a response driven by business and the direction of deliberate plans to combine the government (Jirakraisiri, Badir, & Frank, 2021; Su et.al, 2020; Pereira & Mohiya, 2021). The emphasis placed on employee engagement is one of the characteristics of the shifting business environment of today. Some potential strategic systems and functions, according to major theoretical approaches, require the cooperation of the employees and the management to participate in efficiently arranged programs. Every employee must include these standpoints in the company's total work if the organization's structures, principles, and culture include inclusive management, opportunities for bonding, common goals, etc. Green's personnel management emphasizes that the HR department can collect information. To create a dynamic

organizational culture that encourages environmental operations, show employees' interest in the vital role of collaborating with staff members, and exhibit ecologically cognizant conduct to show a robust pledge to its individual aims and comforts (Fidyah & Setiawati, 2020; Byrne, 2022; Sharma & Kumra, 2020). Employee commitment is one significant element that influences environmental performance in GHRM. Numerous studies that highlight the role committed workers play in businesses' sustainability initiatives provide credence to this association. When workers are dedicated to environmental goals, Paillé and Valéau (2021) and Saeed et al. (2018) suggested that it becomes more convenient for the employees, which makes them more likely to act in a pro-environmental way and, in the end, makes environmental sustainability better.

Theoretical Model



Theoretical concept

This study concluded a few theories that related to each phenomenon on the basis of theoretical concepts and investigated the association among G-HRM practices, Organizational Environmental Performance, and Employee Engagement behavior. Green Recruitment and Selection are green HRM practices related to Social Exchange Theory that views organizations in terms of a reciprocal relationship with employees. This indicates that more committed and performative levels of commitment can be reciprocated among

individuals who perceive that they have been treated fairly and favorably during the selection process. Furthermore, it helps organizations reduce labor replacement costs and retain skills, knowledge, and capabilities required for organizational productivity and organizational adaptability (Anderson, 2019). However, Pinzone et al. (2016) have utilized this theory to gain an understanding of GHRM practice by Green T & D. According to the AMO theory, following in HRM like preparation, performance management, and employee engagement increases an individual's ability, motivation, and opportunity, and in turn these practices help the organizational performance. The AMO theory provides organizations with a useful tool for improving both their environmental and organizational performance. (Iftikhar et al., 2021).

Methodology

Among the search terms were ecological administration, sustainable organizational practices, and G-HRM. To find the most relevant research, these exploration reports were useful for keywords, abstracts, and item labels. Academic research and publication resources include Web of Science and Scopus. More peer-reviewed journals from throughout the globe are included in Scopus than in journals overall. Singh et al. (2021). Scopus and Web of Science are, therefore, the main sources of pertinent papers for this investigation. The study conducted recently has compiled findings throughout the previous five years (2020-2024). According to Linnenluecke et al. (2020), there are certain conferences, books, and papers that are not the most up-to-date archives of research acquaintance production, so researchers restricted or eliminated their search to journal articles alone. The selected tutelages clearly discuss the role of G-HRM practices in justifiable executive practices to fulfill the purpose of this

study. At the end of this stage, the researcher discovered 120 potential full-text articles from Scopus and Web of Science. Furthermore, Epistemological assumptions are used to examine the study's nature. As it argues, knowledge is decisive as it is created through the senses of human beings. The senses provide decisive information. So, there is always room for new knowledge to find the truth. (Mir, Hussain, & Jariko, 2023). Furthermore, a Systematic Literature Review from 2020 to 2024 and open-ended questions were used for in-depth interview analysis with a thematic approach. The sample size for the study was 25, and the population was from oil marketing companies in Sindh, Pakistan, and Random sampling. Mason (2010) suggests that studies of separate interviews should conduct no more than 50 interviews. Moreover, Marshall et al. (2013) argued that the minimum number of interviews to get to the saturation point ranges between 50 and 60. Likewise, Britten (1995) notes that large interview studies will often comprise 50 to 60 people. Furthermore, it has also been suggested that at least ten interviews be used as the criterion for choosing the initial analytic sample. The term "saturation point" describes this. Data saturation is used to calculate sample size in qualitative research. It was also mentioned in the pre-interview sample size for checking the validity of the question constructed was 50 (Mason, 2010).

Discussion and conclusion

The researchers have committed to incorporating concerns related to the corporate culture and the environment, simply because some aspects of the organizational environmental performance and culture can not be easily identified and rectified; there will always be obstacles. Some managers contend that they do not view corporate culture as anti-cultural and that the environmental component may be readily included without necessitating

major adjustments because business culture simply determines the end aim. Some managers have argued that individuals' attitudes and behaviors, rather than the company's culture, create obstacles in businesses. Employees are more concerned with profitability than they are with environmental issues; some organizations may be ready for such transitions. Management believes in a culture that ultimately helps them to achieve the organizational goals and helps them grow. As a result, there is motivation to adopt this organizational environment performance. The problem appears to be quite large, and we must decide whether to meet in the middle and try to reach a solution, or to keep employees who don't like our cultural reforms and replace them with potential employees. Hiring an environmental integration manager at mid-level management is quite unlikely under the current culture. Much as when talking about safety or ethics, the term is overused, but nothing changes. When you call managers, you often get a sign saying that work is already in progress. Personal resistance to change, according to these managers, is more deeply ingrained than any kind of organizational culture, regardless of how dispersed or dominant it may be (Camilleri, 2022; Gangi, Daniele, & Varrone, 2020; Shabbir & Wisdom, 2020; Hadj, 2020).

Unlike the thorough and systematic recording of the components of GHRM, there aren't many studies that address the requirements that must be fulfilled in a methodical manner to ease the proper application of the practices. GHRM deployment is not a flurry of hundreds of green initiatives dispersed throughout the entire firm, as demonstrated by the real-world experiences of certain businesses. It's possible that putting these avoidances into action will take some time, and gradual incorporation beforehand, they become ingrained with time. The transversal idea is

introduced, and its implementation is difficult and challenging; one or more of the hurdles related to GHRM, GHRM, and, generally speaking, all sustainable GHRM implementations, can come together. (Benevene & Buonomo, 2020; Carrillo-Penela et al., 2023). Furthermore, the following were found to be some of the main challenges in implementing the culture of the organization in a manner that leads to increased environmental respect in their study with employees: This study examines the importance of Green HRM strategies in improving a firm's environmental performance and employee engagement. The introduction lays out the evidence that green HRM approaches require corporate environmental integration throughout all HR functions, including performance management, training and development, remuneration, and recruitment and selection. A review of the literature indicates a high correlation between environmental performance and employee engagement. Workers who care about sustainability and environmental preservation are more likely to engage in pro-environmental behaviors that benefit the company's surroundings. The article also covered the use of analytics, statistics, and key performance indicators to gauge how Green HRM affects these crucial organizational outcomes. However, there are challenges to companies obtaining the more widespread systems of GHRM, varying confrontation, lack of management devotion, as well as making financial and technical investments. However, in spite of these obstacles, it is claimed that firms that are able to successfully adopt Green HRM are in a good position to gain substantial benefits. Additionally, it was discovered that important Green HRM practices like green training, green performance management, green remuneration, and green recruitment were. Enabling and involving employees in environmental stewardship offers opportunities for

them to increase environmental performance, make their businesses more sustainable, and ensure future success in a workforce that's more environmentally conscious. Thus, Green HRM is an important strategy for businesses to enhance organizational effectiveness, employee commitment, and environmental impact. Lastly, the contribution of Green HRM to enhancing organizational environmental performance and employee engagement is examined. All HR operations, including hiring, selection, training, performance reviews, and management, must incorporate environmental considerations into their operations in order to comply with green HRM principles. Employee engagement behavior and organizational environmental performance are strongly positively correlated, according to a study.

Workers who are concerned about sustainability and environmental preservation are more likely to act in ways that benefit the company's environment. Green HRM practices, such as remuneration, performance management, and ecologically friendly training. Green recruitment was found to be a major factor in establishing this connection. However, the article acknowledged how challenging it may be for businesses to implement comprehensive green HR systems due to change resistance, management's lack of commitment, and the need to make financial and technological investments. It also covered how to use analytics, statistics, and key performance indicators to assess the extent to which these important organizational outcomes. Despite these obstacles, research indicates that businesses that successfully adopt green human resource management stand to gain a great deal. Through employee empowerment and engagement, they may enhance environmental stewardship. Enhance their sustainability and environmental performance, and set themselves up for long-term success in an

environmentally conscious workplace. Green HRM is therefore a crucial tactic for companies looking to have a positive influence on the degree of organizational performance, employee dedication, and environmental impact.

Future Directions

This study explored the impact of Green HRM practices on organizational, environmental performance, and employee engagement behavior by highlighting the previous literature and studies to elaborate on the link among the mentioned phenomena with theories like social exchange theory, AMO theory, and other theories. Additionally, this study compiles the past reviews from 2020 to 2024. Future studies should be longitudinal or cross-sectional to enhance the concepts and relationships among the organizational performance, environmental performance, employee engagement behavior, with different organizational environmental performance, and other phenomena on the Green HRM practices. Moreover, Green HRM practices could be investigated more effectively, hypothetically, and theoretically. However, research should emphasize how green HRM practices can be fostered and sustained to ensure that GHRM practices continue to thrive in the face of changing organizational and environmental performance.

References

- Ababneh, O. M. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204-1226.
- Abdelhakim, M. N. (2024). The role of green human resource management in enhancing

- employee engagement and environmental performance. *International Journal of Green Management and Business Studies*, 4(1), 30-42.
- Abdullahi, U., Al-Amrani, K. A. D., Mohamed, A. M., Khalid, M. S., & Yahaya, H. D. (2024). Green Human Resource Management and Environmental Performance: The Mediating Role of Employee Commitment and the Contingent Effect of Organizational Culture. *Journal of Management World*, 2024(4), 484-497.
- Abiwu, L. and Nunoo, G.N. (2021) 'Green recruitment practices', in Human Resource Management Practices for Promoting Sustainability, *IGI Global*. 73-93,
- Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. *International Journal of Organizational Analysis*, 30(1), 7-23. <https://doi.org/10.1108/IJOA-05-2020-2190>
- Adriana, L. T., Fahira, K. T., Nailissa'adah, M., & El Maula, H. (2020). A review the important of green human resource management practices toward employee green behaviour in organization. *Journal of international conference proceedings*. 3(1), 124-135.
- Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2022). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. *Business Strategy and the Environment*.
- Ahmad, S. (2015) 'Green human resource management: policies and practices', *Cogent Business & Management*, 2(1), 1030817.
- Akhtar, P., Ullah, S., Amin, S. H., Kabra, G., & Shaw, S. (2020). Dynamic capabilities and environmental sustainability for emerging economies' multinational enterprises. *International Studies of Management and Organization*, 50(1), 27-42.
- Aktar, M. A., Dhahi, A. K. A., & Abdullahi, U. (2024). Advancing Sustainable Development through the Lens of Energy Efficiency: A Systematic Review. *International Journal of Energy Economics and Policy*, 14(5), 168-180.
- Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental. *Journal of cleaner production*.
- Anderson, M., O'Neill, C., Clark, J. M., Street, A., Woods, M., Johnston-Webber, C., et al., (2021). Securing a sustainable and fit-for-purpose UK health and care workforce. *The Lancet*, 397(10288), 1992-2011.
- Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of cleaner production*, 256, 120401.
- Awan, F. H., Dunnan, L., Jamil, K., & Gul, R. F. (2023). Stimulating environmental performance via green human resource management, green transformational leadership, and green innovation: a mediation-moderation model. *Environmental Science and Pollution Research*, 30(2), 2958-2976.

- Cao, X., Xing, Z., & Sun, K. (2021). Collaboration network, technology network and technological development: a patent analysis in the Chinese green technological field of energy saving. *Foresight*, 23(1), 33-49.
- Chaudhary, R. (2020). Green Human Resource Management and Employee Green Behavior: An Empirical Analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630-641.
- Elmore, B. J. (2021). Seed money: Monsanto's past and our food future.
- Elshaer, I. A., Azazz, A. M., Kooli, C., Alqasa, K. M., Afaneh, J., Fathy, E. A., ... & Fayyad, S. (2024). Resilience for sustainability: the synergistic role of green human resources management, circular economy, and green organizational culture in the hotel industry. *Administrative Sciences*, 14(11), 297.
- Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Noor Faedah, J., & Muhammad, Z. (2020). Assessing the green behaviour of academics: The role of green human resource management and environmental knowledge. *International Journal of Manpower*, 41(7), 879-900.
- Gill, A.A., Ahmad, B. and Kazmi, S. (2021) 'The effect of green human resource management on environmental performance: the mediating role of employee eco-friendly behavior', *Management Science Letters*, 1725-1736, <https://doi.org/10.5267/j.msl.2021.2.010>.
- Gillam, C. (2021). The Monsanto Papers: deadly secrets, corporate corruption, and one man's search for justice. Island Press.
- Glenna, L., & Bruce, A. (2021). Suborning science for profit: Monsanto, glyphosate, and private science research misconduct. *Research Policy*.
- Gull, S., & Idrees, H. (2022). Green training and organizational efficiency: mediating role of green competencies. *European Journal of Training and Development*, 46(1/2), 105-119.
- Haddock-Millar, J., sanyal, c., & Müller-camen, M. (2016). Green Human Resource Management: a comparative Qualitative Case study of a United States Multinational Corporation. *International Journal of Human Resource Management*, 27(2), 192-211.
- Hemmings, N., Buckingham, H., & Palmer, W. (2021). Attracting, supporting and retaining a diverse NHS workforce.
- Khan, M. H., & Muktar, S. N. (2020). A bibliometric analysis of green human resource management based on scopus platform. *Cogent Business & Management*, 7(1), 1831165.
- Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital. *Sustainability*, 12(8), 3228.
- Mir, M. M., & Amin, H. (2016). The influencing factors of employee performance and its effects on performance appraisal of the employees on higher education sectors of Karachi, Pakistan. *KASBIT Business Journal*, 9(1), 31-62.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in

healthcare organisations: A conceptual framework. *Journal of cleaner production*.

- Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of cleaner production*, 311, 127504.
- Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of cleaner production*, 311, 127504.
- Obaid, T.F. and Alias, R.B. (2015) 'The impact of green recruitment, green training and green learning on the firm performance: conceptual paper', *International Journal of Applied Research*, 1(12), 951-953.
- Pham, N.T., Vo Thanh, T., Tučková, Z. and Thuy, V.T.N. (2020) 'The role of green human resource management in driving hotel's environmental performance: interaction and mediation analysis', *International Journal of Hospitality Management*, 88, .102392.
- Rana, G., & Arya, V. (2024). Green human resource management and environmental performance: mediating role of green innovation-a study from an emerging country. *Foresight*, 26(1), 35-58.
- Sarfo, P. A., Zhang, J., Nyantakyi, G., Lassey, F. A., Bruce, E., & Amankwah, O. (2024). Influence of Green Human Resource Management on firm's environmental performance: Green Employee Empowerment as a mediating factor. *PLoS ONE*, 19(4 APRIL), 1-28.
- Sethi, D., Pereira, V., Chakraborty, T., & Arya, V. (2023). The impact of leader-member exchange, perceived organizational support, and readiness for change on job crafting behaviours in HRM in an emerging market. *International Journal of Human Resource Management*, 34(22), 4261-4290.
- Shahrulnizam, N. A. A., Hassan, M. A., Mohamad Azizie, N. A., Rashid, A. H. A., & Wahab, S. R. A. (2024). Roles of GHRM in Sustainable Organization Practices: A Systematic Literature Review. *International Journal of Academic Research in Business & Social Sciences*, 14(10).
- Veerasamy, U., Joseph, M. S., & Parayitam, S. (2024). Green human resource management and employee green behaviour: participation and involvement, and training and development as moderators. *South Asian Journal of Human Resources Management*, 11(2), 277-309.
- Yafi, E., Tehseen, S., & Haider, S. A. (2021). Impact of green training on environmental performance through mediating role of competencies and motivation. *Sustainability*, 13(10), 5624.
- Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review*, 21(3), 663-680.
- Yusoff, Y.M., Nejati, M., Kee, D.M.H. and Amran, A. (2018) 'Linking green human resource management practices to environmental

performance in hotel industry', *Global Business Review*.