

ENVIRONMENTAL SUSTAINABILITY: A CONCEPTUAL FRAMEWORK FOR THE ROLE OF GREEN HRM, GREEN EMPLOYEE BEHAVIOUR AND WORK ENGAGEMENT IN ORGANIZATIONS

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Abstract: *Organizations have become more interested with going green and using sustainable practices. As globalization reaches its pinnacle, businesses are transitioning from a traditional mindset to a competency-based economy ready to adopt green lucrative elements. Researchers' emphasis is shifting away from technology advancements and toward behavior modification of employees due to slow and inadequate environmental sustainability. Work engagement, green HRM, and employee green behavior should all be focused at all levels in an organization. Having HR departments actively involved in green efforts, green HRM is a crucial component of business strategies of organization. The GHRM and sustainability measures in organizations along with human resource factor is the crucial component of this study. A framework is developed utilizing secondary sources of information from academic journals, corporate white papers, publications, keyword searches, and interview with industry experts. By examining the effect of GHRM on employee's green behaviour to contribute in environmental initiatives, the conceptual framework demonstrates how organizations can create green HRM capabilities and provide work engagement opportunities. This framework will assist organizations in establishing GHRM procedures that might influence green employee behavior through green work engagement.*

Keywords: *Green HRM, green work engagement, employee green behaviour, environmental management, sustainability*

Introduction

Environmentally responsible business practices are now crucial for evaluating an organization's standing and competitive edge (Tang et al., 2018). Many businesses have acknowledged the value of employees to be included in their efforts in promoting performance sustainability by reducing waste and verifying efficient resources and energy use (Ojo et al., 2020). In addition, a recent analysis revealed that green human resource management techniques are becoming increasingly widely used as a tool to support employee commitment to sustainable behaviour (Yusoff et al., 2018). Concerns regarding sustainability of organizations have grown over past few years owing to environmental difficulties, particularly since industrial revolution, which causes environmental degradation (Jabbour and Santos 2008). Eco-friendly product image is becoming a crucial aspect in business, connecting systems, technological capabilities, and operations (Muster & Schrader). Businesses must also put formalized green efforts into

practice. A company must establish environmental initiatives to manage the environment. Therefore, proactive green measures are required. Employees are responsible for managing the environment. Employees will likewise get monetary and non-monetary awards for implementing environmental measures. However, this causes employees to pick up new skills out of motivation, which offers organization a desired outcome. Therefore, effective green HRM is necessary for both an employee's work life and environment. It always involves in actions that promote sustainability practices or eco-friendly activities. People in developing nations like India are more concerned with making money than with conserving the environment, yet over exploitation of such non-renewable resources causes environmental disasters like seismic events, cyclones, and flooding. Businesses must implement green HRM procedures in order to eliminate or drastically minimize these behaviours. The value that can be gained by businesses by becoming green and putting environmental management methods into action is gradually becoming more widely recognized. Since HR professionals actively participates in execution of green projects, green HRM has been identified as a significant business driver for developing businesses. (Fehlner, 2019) The personnel who are impacted by workplace and personal life changes, both indirect and direct, are essential to adoption of GHRM principles (Renwick et al., 2018). This study provides a conceptual model and articulates a technique for appreciating green HRM in organizations so that future research may build upon these suggestions. The following are primary aims of the study:

- To understand organizational environmental sustainability
- To explore work engagement and GHRM practice that firms have implemented
- To provide a theoretical framework that promotes organizational sustainability through green HRM practices, employee work engagement, and green behavior.

The study included secondary data from books, blogs, white papers, interview data, and academic journal articles. The information was discovered by using search engines and keywords like green HRM, green behavior of employees, employee work engagement, sustainability, etc. The gathered information was examined and included to the conceptual model building.

Environmental Sustainability in Organizations

Challenges related to sustainable development, environment, society, and governance (ESG) are becoming increasingly prevalent, which has a direct impact on all types of enterprises. Sustainable development is increasingly being acknowledged by organizations

and its shareholders as a strategic aim that poses both considerable economic issues and potential. This is due to the fact that sustainability presents a double-sided economic opportunity and threat. Colbert and Kurucz (2007), states that conventional sustainability is "to keep the firm working." The term "future proofing" organizations is another common word that is utilized frequently in this setting. Another rationale that was presented was "getting results already without jeopardizing needs of future" (Boudreau and Ramstad,2005). According to Environment Data Sustainable Business (2011) report, companies have "quickly augmented their capacity to interact with sustainability." Nevertheless, it is not always the case that a company would engage in sustainable practices simply because they have the capacity to do so, especially when times are difficult monetarily. This is especially the case when the economy is struggling. It is brought to light the fact that today's businesses are actively seeking worldwide and national approval for the sustainability measures they have implemented. One way to do this is to place highly on one of many "sustainability indices" that are emerging, like Sustainability index of Dow Jones. In the USA, 82% of Fortune 500 companies reported publicly on their sustainability measures, according to Exeter University research (2011). The mere presence of such indices and fact that corporations strive for acknowledgment on them may appear to lend credence to idea that concerns regarding sustainability is increasingly becoming an important factor to businesses. This is especially true when viewed just from the perspective of external disclosure. 39% of Fortune Global 250, according to Climate Impact Partners, have "delivered a substantial environmental goal or are explicitly determined to doing so by 2030." Popular areas of concentration include decarbonization and scientific goals. There will always be a transformational component at work for businesses launching environmental sustainability projects. The most successful ones include "change agility" into their cultures, or capacity to recognize modifications that require to be made and taken measures, consistently (Yu, Li, and Jai 2017).

However, businesses have already started to incorporate sustainability goals in strategies (Chung 2020), which allows them to concentrate on their business functions, all of which have been modified to some degree in order to comply with international environmental regulations and standards (Han, 2019). Despite these efforts, environmental behaviour is complex and calls for collaboration between several multidisciplinary perspectives (Jackson, 2011). Thus, it might be challenging to think that sustainability goals incorporation of business's policies and strategies would automatically result in the intended green behaviours

and outcomes. Incorporation of objectives of sustainability into a firm's overall strategy, adoption of conformance in its activities may not always guarantee complete and successful accomplishment of those positive goals.

Green HRM

In order to attain sustainability practices while also gaining a long-term edge in competition, green HRM is crucial for coordinating employees' actions with the strategic goals of company. Due to the substantial obstacles that an organization must face in order to undertake organizational-wide change that involves all employees, the personnel factors are crucial for environmental performance (Ren et al., 2018). Tang et al. (2017) defines "green HRM" as HRM actions that support ethical and sustainable utilization of an organization's resources. These strategies will boost employee awareness of environmental management issues, enhance an organization 's efficiency, and commitment to resolving management of environment. Green HRM approaches are also known as HRM strategies, raise employees' awareness of environment and teach them how to modify their behaviour in order to cultivate attitudes of stewardship toward the environmental across personal and work lives (Saeed, 2019).

Green HRM is the management strategy that motivates employees to exhibit friendly behaviour towards environment at work (Renwick et al., 2013). The green HRM idea referred as HRM part of environmental sustainability (Jabbour,2016), and it works to inspire employees to adjust their attitudes and behaviours in favour of systems related to environmental management, which in turn improves organizational environmental performance. When HRM department adopts green initiatives, green HRM serves as a key guide for growing organizations. Changes in workplace and individual life that are essential to GHRM practices success which affect employees (Renwick et. al., 2013). Green policies and practices in HRM are regarded as an essential HR approach for increasing level of environmental awareness among employees in workplace. Green hiring and recruitment, training, rewarding achievements, performance evaluation are examples of activities that promote environmental management and fall within GHRM umbrella (Dumont et. al., 2017; Jabbour, 2011). Practices of Green HRM are shown below in Figure 1.



Figure 1: Green HRM practices

Green organizational strategy: Using a green strategy makes it simpler to take actions that are environmentally friendly. In order for a business to operate in international economy, creating a clear strategy and goal enables individuals to make more informed choices that align with organization's goals. A green organizational strategy is no different. In contrast to majority of other organizational strategy components, a green strategy really has a direct influence on business-wide decisions. This covers the organization's overall strategy, its operational strategy, its strategy for knowledge, its execution strategy, its competitive strategy, and necessary infrastructure.

Green Hiring and Selection: Green recruiting and selection practices include using least amount papers as possible throughout the selection procedure, asking candidates about environmental concerns, accepting electronic applications, advertising job positions online, and scheduling interviews in an ecologically friendly manner (Khan & Zubair, 2013). These enables businesses to draw in individuals who have a moral commitment to preserve the natural world; green recruiting and selection are critical components of green HRM.

Green Training and Development: Further through implementation of green learning and development, employees are informed about actions that are kind to the environment, the importance of green causes, the elimination of waste, and the optimization of energy consumption (Zoogah, 2011). Organizations also foster a sustainability-focused culture by continual training. Green training is essential inside the organization for promoting as well as

directing the actions of workers toward the preservation of the environment and participation in green projects (Jabbour J. C., 2011).

Green Compensation and Reward System: For the purpose of encouraging, engaging, and inspiring workers to participate in activities that are ecologically friendly, a green pay and incentive structure is employed for administration of financial in addition to non-monetary benefits. Incentives and rewards are especially effective tools for employee motivation since they may increase the workforce's pro-environmental behavior to a greater extent. Linked reward and incentive systems will give possible outcomes for firm's sustainability goals (Jabbour et. al, 2008).

Green Performance Management: Since organizations want to achieve green goals and guarantee employee performance, performance evaluation is linked to environmental effectiveness. In order to manage performance reviews and provide fair green behaviour assessments, organizations use input from workers and balancing matrix (Zibarras & Coan, 2015). Organizations must coordinate their efforts in order to maximize results and set standards to evaluate green performance because green HRM is a growing paradigm.

In order to save costs, improve corporate social responsibility (CSR) policies, and build employer brands, green HRM is crucial. These goals may be met through procedures and practices.

Green Employee Behaviour

The institutional context of an organizations well as its supply chain, according to Bryant et al. (2022) and both have an influence on the company's environmental impact; Nevertheless, success of strategic initiatives is contingent on the concerted efforts of workforce as a whole and the consolidation of their behaviours (Carmeli ,2017). This psychology review therefore centres its attention on micro underpinnings of a company's core environmental behaviour, also known as employee green behaviour (EGB), defined as "scalable actions and behaviours its which employees participate in or decided to bring as to which are attached with, as well as add value to, sustainable development" (Cooper et.al, 2017). Recently, there has been a lot of emphasis directed toward the investigation of individual outcomes in green HRM. Studying green HRM in connection to performance of employee, such as supporting environmental behaviour, environmental ardour, devotion to ecology, and green behaviour, is being done (Ojo, Tan, & Alias, 2020). A competitive advantage may be gained by companies who are concerned about environment and make efforts to implement environmentally friendly practices. Since employees are the main

enablers of green practices and policies organizations must encourage and align behaviour with their green goals (Daily et.al, 2009). Green behaviour describes individual's more environmentally conscious behaviours. EGB is the practice of encouraging staff members to decrease their personal environmental impact by using less paper, using less power, and properly recycling garbage (Blok et.al., 2014). When employees are exposed to green HRM practices like those mentioned above, they are psychologically more prepared for and eager to practice such behaviour (Fawehinmi, 2020). According to research, green HRM has an effect on employees' dedication to the environment, so this engagement could lead in accomplishment of EGB if it were maintained (Ramus & Steger, 2000).

This kind of environmentally friendly behaviour can display in either of two ways, according to Dumont et al., (2017): extra-role green behaviour or in-role green behaviour. Both are distinct from other yet both contribute to an organization's performance related to environment. An individual can show their dedication to environmental stewardship in a variety of ways at work, such as by recycling properly and minimizing paper waste, which fall under his official obligations as "in-role green behaviour." Extra-role green behaviour is used to characterize an employee's behaviours when they act beyond what has been specified in their job role (Paillé & Boiral, 2013). Coworkers should be urged to practice environmentally friendly behaviours at work, such as reporting water leaks and turning off devices and lighting when leaving a room. Numerous studies have focused on EGB predictors. Throughout these investigations, both problem is actually internal and exterior aspects have been investigated. Some researchers examined the impact of beliefs, attitudes, and conventions in predicting EGB, whereas others examined the perception of organizational cooperation (Paillé & Boiral, 2013). Numerous studies have investigated how top management support and other leadership principles affect EGB and green HRM outcomes (Graves, 2019). According to Dumont et al. (2016) conducted on members of staff at corporation in China, green HRM substantially in-role EGB id influenced. Saeed (2019) found that green HRM significantly impacted employees' EGB in a survey of workers from various sectors. These results add to research of Rubel et al. (2018), which found that high commitment HRM practices in a business were effective and positively correlated both with in-role and extra-role behaviour.

Green Work Engagement for Sustainability

Green HR practices (GHRM) demonstrate increased efficiency and improve engagement of employee in workplace (Deshwal, 2015). This shows that implementing green HRM practices results in workers who are more dedicated to their work and engaged in their jobs. Furthermore, Dutta (2012) has demonstrated that green HRM aids in improving employee involvement at work, demonstrating a favorable connection between environmentally friendly processes and individuals' work engagement. This shows that there is a positive relationship among green processes and individuals' work engagement. Organizations must promote employee behavior for organizational results when the workforce is involved in implementing green policies (One & Dilchert 2012). HRM practices have been shown to predict work engagement of employees (Karatepe & Olugbade 2016). Therefore, green HRM at work may be considered as a motivating factor that has a positive link with degrees of job participation displayed by employees (Schaufeli & Bakker 2004). According to findings of this study, there may be a connection among Green HRM activities and job engagement.

The work engagement perception as a motivating factor that affects performance results (Karatepe et al., 2014). The study suggests green work engagement as a viable intermediary function in between variables in this study, drawing on JD-R and social exchange theory. The JD-R paradigm predicts that existence of resources will promote goal attainment and embed desirable work-related habits like green work engagement (Hobfoll, 2001). The end result will be a condition of motivation which will boost employees' capacity to display positive green behaviors. These behaviors can be in-role or voluntary, and they drive employees to strive and produce new ideas that could be established as unique inventions and replacements at the green level. According to social exchange hypothesis, productive social interactions between employers and workers are more likely to occur when employees are actively engaged in their work. Employees will consequently demonstrate successful outcomes, including green outcomes (Saks, 2006). Therefore, favorable opinions of GHRM would improve employees' engagement on green work and, eventually, their green-related performances.

Conceptual Framework

Green HRM is typically beneficial at fostering EGB, according to (Zibarras LD, Coan P, 2015), albeit method's effectiveness and indeed the study's focus behaviours vary. The most consistently effective HRM strategy for fostering EGB has been shown to be training (Sammalisto K, Brorson T, 2008). Employees' knowledge, awareness, and capacity for environmental activities at work are often increased by green HRM activities (Hahn, 2014). Organizations can encourage certain environmental practices like energy audits through their training programs. Other HRM techniques have looked at actions to foster a healthy environmental culture, organizational transformation, performance appraisal, inclusion of EGB into job descriptions, and hiring and selecting people with pro-environmental attitudes or beliefs. EGB has been discovered to be impacted by more extensive sustainability considerations than green HRM dimensions alone. It has been demonstrated that a psychological climate that is environmentally friendly and an organizational ethos of care have an effect on the cultural practices of EGB through the medium of organizational identity. CSR initiatives of organizations have an impact on EGB through boosting satisfaction of employees, organizational identification, morality introspection, ecological devotion, and individuals' perceptions of their co-workers' environmental activism. Recent research has also looked at the dynamic capacities required to guarantee robust organizational longevity in unstable circumstances. By incorporating these, we contend that adaptive EGBs that fit inside a hierarchical or segmented CSR framework, including such suggestions from employees, will be enough to operate as sustained dynamic capabilities in moderately volatile contexts. Explicit green employment criteria should be included into GHRM procedures through green hiring, performance appraisal, learning and development, and efficient green compensation. The ability-opportunity-motivation theory and persons fit method have both been utilized to demonstrate a connection among Green HRM and behaviour (Appelbaum et.al., 2000). Social identity theory tells that, individuals join well-known groups in an effort to project a positive social image (Hogg & Abrams, 1988).

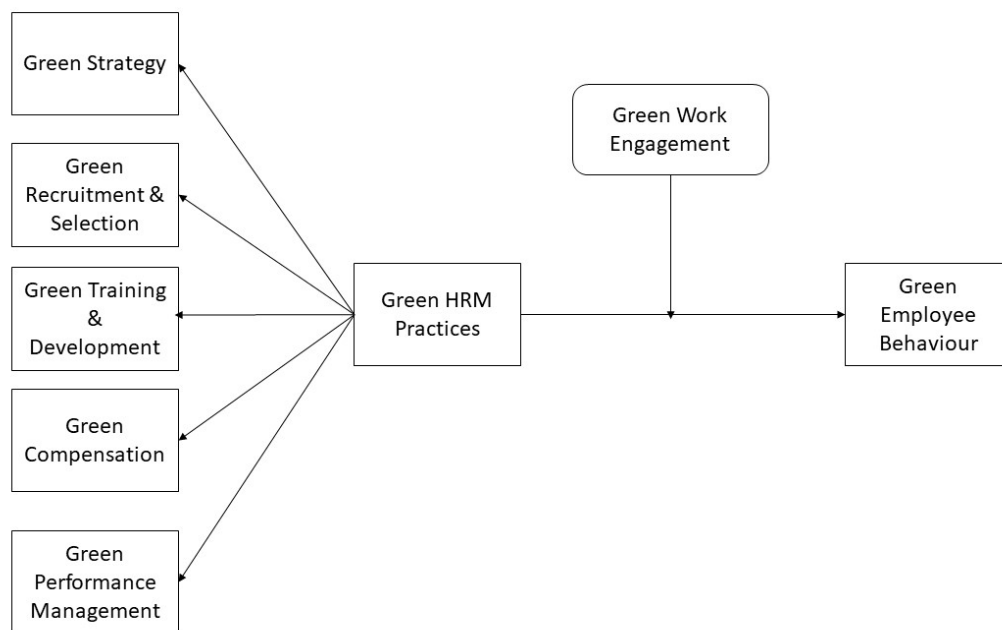


Figure 2: Conceptual Framework

For instance, implementing a reduction in greenhouse gases strategy is likely to enhance company's reputation as a respectable corporate citizen. Employees' value proposition is enhanced by the company's improved standing and reputation, which strengthens their bond with it. Employees who feel more a part of the company are more likely to take measures that improve the performance and success of the company. This study offers a conceptual foundation for these ideas in figure 2 above. A well-planned green performance appraisal and incentive system is needed when an employee reaches the necessary competence from green hiring and training to ensure that such learning is used to fulfil strategic objectives of the company through motivation. Employees may provide input and participate in decision-making through green participation and engagement, which makes it easier to support environmental sustainability programs through employee green behaviour. Employees will be encouraged to adopt behaviours which are ecological friendly and to try new things that might develop into innovative concepts and eco-friendly alternatives as an outcome. Employees who are engaged are more inclined to interact with their employer in a favourable way. This has favourable effects, including outcomes that are environmentally friendly (Saks, 2006). Thus, favourable GHRM perspectives would increase employee green participation and, ultimately, green outcomes.

Conclusion

Sustainability demands employee participation in workplace voluntary green efforts in addition to official regulatory requirements (Ren et. al, 2018). Organizations may benefit from using sustainability in management techniques in a variety of ways, including cost-cutting, keeping and attracting personnel with environmentally conscious attitudes, and enhancing corporate operations. Green HRM is a crucial component of these strategies and may influence workers' various eco-friendly behaviors, particularly their involvement at work (Network for Business Sustainability, 2021). The competitive edge of these firms will increase as a result of the implementation of proper green HRM practice function through its green work engagement impact (Arasli et al., 2020). According to Aboramadan, (2020), green HRM can considerably predict work engagement which is green oriented leads to a certain green outcome. To ensure resource efficiency over long term and a more favorable influence on the environment, green HRM consists of sustainable and environment-oriented HR procedures and processes. Finding out what spurs individuals to action is one of GHRM's main objectives whenever it pertains to employee participation in environmental responsibility. Although it has an effect on organization's resources, including human resources and behaviors of employees, it does not directly influence performance of organization. The resources and behaviors mentioned in this article are only a few of the many variables that affect how effectively an organization operates. Therefore, employees need to approach "Greening" with the right mentality. Positivity toward environmental sustainability necessitates having the appropriate cognitive, affective, and behavioral action plans (Optha & Arulrajah, 2014). HRM is essential in putting green policies into place and encouraging employee participation. Green HRM is an ecologically friendly initiative that raises employee engagement, increases productivity, and lowers expenditures. The study will help businesses understand how GHRM policies help to promote environmental management by encouraging employees to adopt environmentally friendly behaviors. This study's model verifies GHRM as a strategy for green initiatives and people management techniques. This will help HEIs develop a greener workplace that will help them meet their environmental goals. Employers should give green training to employees to help them comprehend green concepts and offer knowledge and expertise they need to successfully carry out their green commitment. In order to encourage green behavior, organizations might also recognize workers' green performance outcomes. Employee involvement in the company's green initiatives should be promoted in order to take full use of the benefits as this will stimulate

creative thinking and significant contribution in achieving green objectives of organization. Last but not least, in order to promote environmental sustainability, staff should be made aware of the organization's green initiatives.

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