



THE POTENTIAL ROLE OF GREEN HRM PRACTICES AS AN ASPECT OF ENVIRONMENTAL CONCERNS THAT FALL UNDER THE UMBRELLA OF SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY

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Abstract

Businesses have been forced to reexamine their sustainability practices in light of the rapidly diminishing environmental resources and take more proactive measures to combat environmental problems. Increasingly, businesses are taking environmental issues more seriously and developing policies and practices that fall under the umbrella of sustainability and social responsibility. As a result, environmental training for the company's internal stakeholders and workers is an essential component of the company's environmental policy processes. Employees' environmental consciousness can be increased significantly through effective human resources management practices. The design of human resources procedures, known in the literature as green HRM, is one of the most important business roles in accomplishing environmental goals of organizations. The notion of Green HRM, which is critical for long-term sustainability and environmental policy compliance, has been found to be a commonly explored issue in foreign literature. So the purpose of this research is to reveal the concept of Green HRM, to deal holistically with Green HRM practices and to contribute to the literature by offering examples of studies on Green HRM around the world. As a result, numerous studies on Green HRM across the globe were analyzed, as well as real-world instances.

Keywords: HRM, Green HRM, Sustainability, Social Responsibility

I. INTRODUCTION

In the perspective of corporate social responsibility, environmental protection is one of the most essential social duties of modern organizations. The concept of corporate social responsibility, which was initially established in the research of Merrill (1949) and Bowen (1953), has become a topic that firms have stressed more and more over the past half-century. Corporate social responsibility is "an commitment to enhance the well-being of society by discretionary business practices and contributions of corporate resources" (Kotler and Lee, 2008). Corporate social responsibility is "an organization's commitment to reduce or eliminate any negative impact on society while increasing long-term benefits" (Mohr et al., 2001). Observing social benefit is the foundation of the concept of corporate social responsibility. Jamali and Mirshak (2006) explained that the fact businesses operate with an awareness of their corporate social responsibility while



continuing their operations will allow them to achieve positive outcomes for both society and themselves.

Environmental concerns are an essential part of corporate social responsibility for corporations. Supporting environmental initiatives, incorporating environmental components into the enterprise's vision, goal, and activities, and offering trainings to raise environmental awareness among employees and the general public (Adhikari, 2016). In this setting, firms should prioritize environmental initiatives and aspects.

The environment in which businesses operate is a two-way street; they are not isolated from it. Businesses are both influenced by and have an impact on the world around them, both on a macro and local level. Two-way interaction between businesses and the environment is dynamic because they must continually adapt to the environment, while social reactions such as corporate image and awareness of social responsibility make them more sensitive to their environment (Phillips, 2007). In order to obtain a high profitability rate, businesses founded for profit should not overlook environmental considerations in the context of social welfare and social responsibility. Because natural resources are finite and will run out at some point, environmental concerns should be factored into budgets far in advance (Opatha 2013).

Corporate social responsibility (CSR) and environmental protection initiatives alone aren't enough in the twenty-first century. Businesses must go beyond that. Businesses must now take a proactive approach to environmental concerns and adopt appropriate policies with correct foresight before the problems materialize, in light of the global environmental crisis (Mishra, 2017). People who work in businesses must have an environmental awareness and corporate functions must be built with an environmental awareness in order to attain this goal. The human resources policies of the companies will play a major role in achieving this goal. The success of businesses in terms of environmental sustainability can be achieved by developing successful environmental policies by human resources management, creating environmental awareness among employees and reflecting this in employees' work and social lives. This is because businesses cannot be considered independent of their workers (Hosain & Rahman, 2016). The human resources divisions of companies are responsible for promoting environmental awareness among their personnel. To put it another way, at this stage, Green HRM (Green Human Resources Management) techniques come to the forefront. Even though Green HRM has been studied extensively around the world, there is still a lack of research on this topic in the Arab world as a whole and in Palestine specifically. A more in-depth study of the issue in our country is regarded to be beneficial to literature.



II. GREEN HUMAN RESOURCES MANAGEMENT IN THE CONTEXT OF SUSTAINABILITY

Businesses are shifting from a standard financial structure to one that explores the green (environmental) economic aspects of businesses as environmental issues become more prevalent. On the other side, businesses that have adopted a modern sustainability-oriented structure are promoting greening in the business world by implementing environmental management strategies (Wehrmeyer, 1996; Revill, 2000; Renwick, Renwick, Redman & Maguire 2008 & 2013). As a result, Green Human Resources Management (Green HRM) plays an active part in greening offices and transforming enterprises into environmentally friendly organizations. Green HRM is an important part of the company's overall strategy to promote environmental awareness and greening in the workplace (Wehrmeyer, 1996; Revill, 2000; Renwick, Renwick, Redman & Maguire 2008 & 2013).

Because it is a new concept, green HRM has many diverse definitions. Employee behavior and the notion of Green HRM haven't been thoroughly studied, according to Dumont et al. (2017), and the concept of Green HRM is still being developed (Ahmad and Umrani, 2019). On this concern several definitions pertaining to green human resource management has been viewed from different researchers; Guerci and Carollo, (2016) define GHRM "Human Resource Management (HRM) and environmental sustainability are intertwined in the term "Green HRM," which refers to a specific set of HRM practices", whereas Renwick, Redman & Maguire (2013) imply "Green HRM is the use of HR policies, attitudes, and practices to help businesses use their resources more sustainably and avoid the negative effects of environmental problems", simultaneously Al-Romeedy, (2019) suggested "Sustainable utilization of company resources and ensuring environmental sustainability are the goals of human resources management (HRM)", however Shen, Dumont and Deng, (2018); Jackson and Seo, (2010) went much further in their definition, they highlight "The term "green HRM" refers to a set of HR practices used by companies to meet their environmental objectives and enhance the environmental performance of their employees". While Yusoff, et al., (2018) definition was more focus on HRM practices recommending "To put it simply, green HRM is the practice of using human resources (including recruitment and selection, training and performance evaluations, and compensation) to support a company's long-term viability", others definition such as Mathapati, (2013) was more on integrating HRM with internal environment of the organization emphasizing "Green HRM is the deliberate and planned integration of standard HRM practices with the environmental objectives of the organization" on the other side Mandip, (2012) added the term sustainability to the definition "Green HRM refers to the implementation of HR policies and practices in commercial organizations to promote resource conservation and environmental sustainability", whereas Ren, Tang and Jackson, (2018) imply "Green HRM is a phenomena that helps us comprehend the link between the design, development,



implementation, and impact of HRM systems and the activities of organizations that have an impact on the natural environment”.

Green HRM has recently gained importance on a global scale with the increasing awareness on environmental management and sustainable development. The issue of green HRM encompasses not only awareness of environmental issues, but also the broader expectation of economic and social well-being of both the organization and its employees (Ahmad, 2015).

Green HRM is an approach to human resources that aims to create a system for educating employees about environmental issues, put that system into action, and ultimately make the firm and its people more ecologically friendly (green). The primary role of human resources in green HRM is to design environmental policies that are aligned with the company's overall strategy and to achieve the company's environmental goals through the active engagement of employees. As a result, HRM's main goal is to change employees into green employees (people who care about the environment, are environmentally aware, and demonstrate this in their work and personal lives) so that they can help the company's long-term environmental sustainability and image. Employees in the company are transformed into "green" (environmentalists) as a result of green HRM policies, practices, and systems. This benefits the individual, society, the natural environment, and the business. The goal of green human resources management is to instill in employees a desire to protect and develop themselves in relation to the environment, as well as to foster and maintain their environmentalist outlook (Opatha and Arulrajah, 2014).

Green HRM has been advocated as a four-step approach by management scientists such as Milliman and Clair (2017). Establishing an environmental vision for guidance, training employees and other stakeholders in accordance with the company's environmental vision, and evaluating employee performance based on environmentally friendly behaviors are all important components of the authors' plan. They also recommend implementing a wage system that rewards employees for environmentally friendly behavior (Gilal et al. ., 2019).

III. EVALUATION OF GREEN HRM IN TERMS OF HUMAN RESOURCES FUNCTIONS

Creating a green workforce that understands and evaluates an organization's green culture is the goal of green HRM. Green HRM aims to redesign all HR functions while taking environmental considerations into account, i.e. to set and try to achieve green targets in employee procurement and selection, human resources planning, training development activities, performance management and career management as well as wage and health and safety management within the traditional organizational hierarchy (Dutta, 2012). Human resource management strategies that are environmentally



friendly include things like job analysis and definition, recruitment, selection, orientation, evaluation of performance, training, and awards (Al-Romeedy, 2019).

Four categories of requirements are necessary for an HR department to achieve its green goals and become green HRM. Four categories: green competence, green attitudes, green behaviors, and green results. Competencies in environmental stewardship are demonstrated by having this knowledge and aptitude. Cognitive, sensory, and behavioral attitudes toward going green are all included in this category of "green" attitudes. Accordingly, believing in greening, generating favorable thoughts about greening, and intending to act in accordance with greening are all examples of cognitive, sensory, and behavioral aspects. Organizational citizenship behavior, interpersonal citizenship behavior, and formal behavior patterns all fall under the umbrella of green behaviors. As a result of green innovation and green outputs, the term "green results" has come to be used. However Opatha and Arulrajah, (2014) suggested the steps needed to become a green HRM and achieve environmental goals as a Green HRM Transformation Process; Green Competencies: To have knowledge and ability in greening; while green attitudes meaning cognitive aspect that compromise (sensory, and behavior aspect); Green behavior something that pertain to green organizational citizenship behavior that compromise (green interpersonal citizenship behavior and formal green behavior), whereas Green results meaning green innovation and green outputs.

Employees' collective and individual abilities are used by green HR practices. It is the company's culture that has the most impact on the company's ability to halt or accelerate the process of corporate greening. Green HR practices are premised on the notion that a company's corporate culture may be influenced. Individual behavioral changes are expected to emerge after an environmental corporate culture is formed (Muster & Schrader, 2011).

Previous research on green HRM has focused on the following functions: employee selection and training; performance management; compensation management (Cherian and Jacob, 2012; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour et al., 2010; Jabbour, 2011; Jabbour, 2013; Madsen and Ulhoi, 2001; Milliman and Clair, 2017; Muster and Schrader, 2011; Ramus, 2002; Renwick et al., 2013; Shen et al., 2018). In this study, green personnel recruitment and selection, green training and development, green performance management, and green salary and reward management tasks are included.

IV. GREEN JOB DESIGN AND ANALYSIS

Designing and executing novel jobs and positions so as to focus solely on environmental management facets of the organizations can be referred to as Green Job design (Opatha, 2013). It involves incorporating several environmental protection related tasks, duties



and responsibilities in each job (Wehrmeyer, 1996; Renwick, Redman & Maguire, 2008). In other words, inclusion of environmental dimension as a duty in job description and simultaneously incorporating green competencies as an intriguing component in job specification comes under the preview of green job analysis (Opatha, 2013). Nowadays, many companies have started to incorporate such green practice to protect the environment. These have begun to include at least one duty related to environmental protection in each job description and also specifically include environmental responsibilities (Arulrajah, Opatha & Nawaratne, 2015)

Employee Recruitment and Selection Practice in the Context of Green HRM

In today's increasingly competitive global marketplace, a company's ability to remain afloat and maintain a competitive edge depends heavily on the quality of its staff recruiting and selection processes. In order to maintain a long-term advantage over their competitors, companies need to be able to attract and retain highly skilled employees. It's for this reason that a company's human resources department is critical to its success (Mishra, 2017).

All business activities have begun to be changed into environmentally protective and environmentally adaptive under the conditions of the twenty-first century, when firms, as well as countries, have realized the importance of the environment and adopted policies to adapt to it. The role of human resources departments in transforming businesses into green organizations is becoming more prominent, as they are responsible for guaranteeing and maintaining the knowledge of the staff about the environment (Aranganathan, 2018). As the employment of qualified employees can transform enterprises into green organizations, human resources' recruiting and selection functions are critical for green firms.

Businesses are beginning to realize that their environmental attitudes and practices are a powerful recruiting tool. The company's image of the environment has an impact on the decision of employees to join the company (Phillips, 2007; Stringer, 2009). Young job seekers are more likely to apply to companies that have green HR policies, according to Chaudhary's research. Environmental issues have been increasingly important to politicians in recent years, which is why this is happening. A growing number of job seekers are looking for companies that are more concerned about the environment, and they factor this into their business selections (Chaudhary, 2018; Chaudhary, 2019).

Businesses have starting to recognize that their environmental views and practices serve as an effective method for attracting fresh talent. The environmental image of a company has a significant impact on the selection of individuals to be recruited by the company (Phillips, 2007; Stringer, 2009). Research undertaken by Chaudhary revealed a substantial correlation between perceived green HRM practices and the intention of young people to apply for jobs. This is due to the fact that candidates are increasingly concerned with environmental concerns and care more about them. Candidates today



prefer to work for companies that are more environmentally conscious and take this into account when selecting a company (Chaudhary, 2018; Chaudhary, 2019).

Green recruitment refers to the practice of recruiting individuals with environmental management expertise and who exhibit behaviors that protect and enhance the environment (Wehrmeyer, 1996). Important components of green recruiting include the recruitment of personnel who are aware of the company's environmental corporate culture, environmental values, environmental mission and vision and are able to apply them. In green recruiting, employment decisions are influenced by environmental factors.

To achieve these objectives, employers can adopt and implement green policies as part of their company policies. The green recruitment approach enables the employee to follow green practices in reaching environmental goals and other sustainability metrics, since employees who perceive the company's sensitivity to environmental issues are more likely to adopt these policies. As a result, in many organizations today, recruitment is conducted online, with low paper waste, in environmentally friendly settings (Holtom et al., 2008).

Numerous organizations today include environmental considerations in their mission statements, job descriptions, and criteria. Thus, they both direct staff in accordance with environmental goals, develop an environmentally conscious business image, and recruit competent individuals.

Previous studies on the effects of an effective environmental management on businesses have shown that businesses that develop environmental policies and are environmentally sensitive are more successful at attracting potential job applicants and that qualified personnel desire to work for these businesses (Albinger and Freeman, 2000; Backhaus et al., 2002; Behrend et al., 2009; Guerci et al., 2016; Smith et al., 2001). Particularly, businesses that highlight green management, environmental policies, and environmental sensitivity for job applicants on their company websites and job postings attract more applicants. In other words, the company's influence on candidates' perceptions of environmental issues is crucial to their election decisions (Behrend et al., 2009; Gully et al., 2013). The environmental reputation of a company is crucial to the success and efficiency of green recruitment. Candidates prefer companies that demonstrate environmental consciousness by integrating environmental components in job descriptions and criteria (Jiang et al., 2012).

When evaluating the green recruitment function of businesses as a whole, the effective use of technology and the online recruitment interviews with candidates without meeting in person result in cost savings in areas such as water, power, and paper use. Environmentalist individuals are recruited, making it easier for the firm to adopt and sustain environmental policies. Additionally, eco-friendly recruitment leads to eco-friendly performance management. Thus, the recruitment of individuals with environmental principles and attitudes through green recruitment assures that these



individuals demonstrate high green performance and that green performance management may be implemented more effectively and efficiently (Huselid, 1995).

Green recruitment process; It reduces costs by keeping records online instead of in the physical environment, reduces environmental waste by using online communication systems instead of regular mail, and creates lower costs and a positive business image by evaluating employees via teleconferences and videoconferences. Aranganathan, 2018). Moreover, green recruitment guarantees that firms have a minimal carbon impact, ensuring that the concept of sustainability is fully integrated into corporate and employee views. According to a number of studies, human resources departments in numerous businesses are rapidly greening their operations to obtain a competitive edge (Aravamudhan, 2012).

Examining green HRM practices in enterprises reveals that companies are increasingly proactive, particularly in green recruitment strategies. Green HRM practices are adopted modestly in Palestine, according to a study by Mousa and Othman (total average of practices: 2.33 on a 5-point scale); green recruiting is the most prevalent practice, followed by green training and participation and green performance and wage management. Green human resource management strategies have a favorable effect on sustainable performance, the scientists also discovered (Mousa and Othoman, 2020).

Training and Development Practice in the Context of Green HRM

Green training and development practices, one of the green HRM functions, consist of a series of activities that drive employees to acquire environmental skills and knowledge that are essential for involvement in sustainability (Lok and Chin, 2019). The primary purpose of the training and development role of green human resource management is to instill in employees the attitudes, behaviors, knowledge, and skills necessary to stop harming the environment and to safeguard it. Green training and development teaches people on the value of the environment, protecting natural resources, decreasing waste, improving environmental awareness within the firm, and empowering employees to tackle environmental challenges (Zoogah, 2011). Environmental training and development programs educate workers on various elements of environmental management. Educating employees about green HRM facilitates their adoption of the company's environmental policies and practices. In addition, it improves employees' ability to deal with various environmental issues (Wehrmeyer, 1996; Revill, 2000; Renwick, Renwick, Redman & Maguire 2008 & 2013).

The provision of environmental training to employees and the improvement of their environmental elements are essential duties of sustainable human resource management. Through the training they provide, businesses improve the environmental knowledge and abilities of their employees (North, 1997), so contributing to the creation of green competences, the initial step in the process of changing into green human



resources. Then, with a successful training transfer, employees adopt environmentally conscious attitudes and conduct. Training can also be viewed as a role that prepares and develops talented people with the requisite knowledge and skills for innovation, which is the final phase of the transformation process to Green HRM (Liebowitz, 2010).

In green HRM trainings offered in businesses, managers should aim to influence employees' attitudes about the environment and ensure that employees see the importance of being a part of the green workforce. Training and development programs should be created systematically with input from top management, department managers, line managers, and employees. Human resource managers are responsible for incorporating the Green HRM philosophy into business policies and staff behavior (Pallewaththa&Kumarasinghe, 2018).

After training has been provided, its effectiveness should be evaluated. When evaluating the efficacy of the trainings provided within the scope of green HRM, managers should assess if workers' attitudes toward the environment have shifted and whether they grasp the benefit of being a member of the green workforce.

Green training development activities provided within the context of green human resources management also have a significant impact on the level of green performance of the organization, as providing employees with training to increase their knowledge, skills, and competencies on environmental issues will increase their performance. According to studies, green recruitment, green training development, and green learning have a considerable positive impact on the environmental performance of individuals inside an organization and the green performance of the organization (Bhutto & Aurazeb, 2016). Moreover, Singh et al. (2020) demonstrated that employees' green skills indirectly influence environmental performance via green innovation. Yu et al. (2020) also found that green HRM is significantly and positively related to environmental cooperation with customers and suppliers. The authors also suggest that human resource management professionals adopt green HRM practices that involve training activities (skills) to aid in the development of environmental partnerships (Yu et al., 2020).

In their research, Rajput and Pachauri concluded that employees are worried about their personal position and contributions in the context of green human resources and the role of the organization in implementing green HRM policies in the organization (Rajput & Pachauri, 2018). From this perspective, the effective implementation of green training development activities in businesses will not only eliminate these concerns, but it will also increase the contribution and role of employees and eliminate the concern that green HRM policies are not implemented within the business.

The training and development practice has significant responsibilities within the context of sustainable human resource management. Since it is the employees who will make the business and systems environmentally friendly, a successful transition can only be achieved by staff who have received proper training on the issue and acquired the



necessary knowledge, skills, and competencies. In addition, employees will only adopt the enterprise's green practices if they receive adequate training on the subject. In addition, as employees are the business's representatives in the community, personnel schooled in environmental issues will promote a positive image for the company.

Performance Management Practice in the Context of Green HRM

Green performance management is concerned with fostering a culture of social responsibility among employees by including environmental factors into the performance evaluation system and criteria. Green performance management strategies include of creating green performance criteria for employees and evaluating their career advancement in light of these requirements (Ahmad, 2015; Muros, 2012). These employee indicators will play an active role in enhancing environmental performance by ensuring that green goals are established and subsequently converted into action plans for the entire workforce (Ren et al., 2018). Within the framework of green performance management, environmental responsibilities, environmental policies, and effective communication must be addressed in order to establish a green information system (Sardana, 2018). The primary objective of green performance management is to encourage employees to demonstrate performance behaviors that support the organization's environmental objectives (Chaudhary, 2019; Govindarajulu & Daily, 2004; Harvey et al., 2013). Conceptually, the research demonstrates that green human resource management techniques can improve environmental performance by encouraging green employee behaviors in the workplace (Jabbour, 2011; Jiang et al., 2012; Renwick et al., 2013). Green performance management approaches instill environmental values in employees and give them with a transparent, efficient, and objective information system for regulating environmental outputs. Green performance management necessitates the implementation of a green performance evaluation system that satisfies the requirements of reliability, validity, and fairness, making it an effective performance evaluation system (Sardana, 2018)

Green performance management is crucial for determining and showing the efficacy of environmental management methods for the organization's overall environmental performance. Paille et al. (2014) believe that a connection should be made between environmental management and human resources to better comprehend how firms can attain environmental performance. Green HRM practices are crucial for building this link. Specifically, green performance management, which is one of the roles of green human resource management and measures the green attitudes and actions of employees, is essential for monitoring this relationship firsthand. Today, some businesses address the issue of performance management by instituting green information systems in order to establish company-wide environmental performance criteria and collect meaningful data on environmental performance (Marcus and Fremeth, 2009). Enterprise-wide environmental performance standards should be established, employee compliance with these standards should be measured (Renwick et



al., 2013), and employees should receive physical and intangible rewards or punishments based on their performance. Important to the effectiveness of green performance management is the association of performance outputs with factors that employees can directly relate to, such as the enterprise's environmental goals, the announcement of these goals to employees through an effective communication system, and the provision of rewards.

Green teams formed based on teamwork in accordance with environmental policies (Daily et al., 2012; Dange'lico, 2015; Green et al., 2012; Jabbour et al., 2013; Moraes et al., 2018; Tariq et al., 2016; Tung et al., 2014) and employee empowerment on environmental issues (Daily et al., 2012; Diduck, 1999; Green et al., 2012; Yu et al., 2014) are effective in increasing environmental performance, as is the existence of an effective communication strategy. There are studies in the literature that examine the environmental impact of these factors:

Green teams that contribute to environmental performance (Tung et al., 2014) have a favorable impact on the performance and image of an organization (Dange'lico, 2015). Depending on cooperation, there is a favorable correlation between employees' environmental views and organizational performance (Tariq et al., 2016). Teamwork also facilitates the establishment and management of environmental sustainability actions within enterprises (Moraes et al., 2018). Green teams are also essential to the proactive environmental strategies of businesses (Jabbour et al., 2013). In other words, the green teams developed within the organization are not only responsible for developing policies in response to environmental issues, but also for preventing environmental issues before they emerge.

Environmental business performance is improved via employee engagement (Diduck, 1999; Feng et al., 2014). The literature emphasizes the significance of communication (Matthews et al., 2003) and the presence of a culture that encourages employee empowerment (Shen et al., 2006). The commitment of trained employees to design and implement actions and strategies that improve the organization's environmental performance can be increased by assigning duties and empowering them in accordance with the organization's green performance strategies. This circumstance affords the opportunity to contribute beneficial ideas and suggestions to the firm. In their study of the service industry, they determined that environmental training for employees, empowerment of personnel, and teamwork have a direct and beneficial impact on the environmental performance of the firm (Moraes et al., 2018).

The backing of the company's upper management is a further aspect essential to establishing good environmental performance. With the backing of senior management for environmental goals, green human resources practices will be implemented efficiently and the organization's green performance will follow a favorable trajectory (Yang Spencer et al., 2013).



Considering the advantages of green performance management methods in organizations, merging environmental management with the performance evaluation process first aligns employee performance behaviors with corporate sustainability objectives (Chaudhary, 2019). Green performance management also enhances employee loyalty to the company and the company's image in the eyes of the employees. Pinzone et al. offered empirical evidence of the favorable correlation between green performance management and collective organizational environmental citizenship activities (Pinzone et al., 2006). If the enterprise's environmental management activities and environmental goals are included in performance evaluations, employees will have a clear understanding of their roles and anticipated behaviors in environmental management. Therefore, employees will likely embrace organizational citizenship behaviors since they are motivated by environmental management and regulations from the outside (Becton et al., 2008; Pinzone et al., 2016).

Improving the environmental performance of organizations will also improve their economic performance, which is another advantage of green performance management (Stefan and Paul, 2008). Improving the company's environmental performance will minimize environmental costs and improve the company's image in the eyes of employees and customers. The strategic aspect of human resources activities in this regard is the contribution of human resources to corporate performance through improved environmental performance. In their research, Jabbour et al. discovered that green human resource management plays a significant role in developing environmental management in firms, and that human resource practices (such as performance evaluation and awards) are essential for proactive environmental management (Jabbour et al., 2011).

The organizational climate is improved through green performance management's creation of a participative environment about the environment. Ramus and Steger discovered repeatedly that when environmental activities and objectives are incorporated into performance management systems, employees are more inclined to make environmental proposals and initiatives (Ramus and Steger, 2000). When employees observe that environmental activities and policies are incorporated into performance management, they strive to develop their environmental competence, knowledge, and abilities by demonstrating greater sensitivity to environmental issues. If green performance management principles are implemented in a business, the enterprise's human capital will improve, and as a result, so will its performance and profitability. The green performance management system seeks to provide staff with regular feedback and works to continuously improve the organization's environmental results (Jackson et al., 2011).



Wage and Reward Management Practice in the Context of Green HRM

Wages are the monetary recompense that may be measured or stated in monetary terms (Renwick, Redman & Maguire, 2008). Salary and reward management can be defined as a human resources management function that encompasses the rules, structures, processes, and practices pertaining to how, when, and what employees will be compensated. It encompasses the actions associated with the design, creation/development, and operation of a remuneration system in accordance with the enterprise's objectives and plans (Ahmad, 2015).

In green HRM, salary practices are matched with the environmental objectives of the organization, and employees are incentivized to engage in green behaviors in exchange for an external incentive. National Grid firm, for example, proposes to partially tie the compensation of its top executives to the fact that these executives would lower their carbon emissions by 45 percent by 2020. (Leidner et al., 2018). In accordance with a strategic approach to pay and reward management, which is defined as the harmonization of wage practices and enterprise objectives, businesses design reward systems that promote environmental management, particularly among top managers. Green awards given/will be presented to employees by businesses encourage them to engage in eco-friendly practices at work (Amrutha and Geetha, 2020). In the United Kingdom, for instance, ICI has included environmental goals into its performance-based compensation evaluations for senior managers. Early research findings from 186 US corporations on the Forbes list also found a high association between CEO compensation (total wages and salary) and a company's environmental reputation. The literature is sparse on compensation and environmental management connections for other workers. For personnel below top management, the institutional practice of linking environmental management and compensation consists mostly of giving non-monetary awards for environmental management (Renwick et al., 2013).

According to (Al-Romeedy, 2019; Renwick et al., 2008; Renwick et al., 2013) several tasks and duties fall under the purview of green wage and reward management, these are:

- Individuals with the best environmental performance and those with the finest environmental recommendations and practices may be rewarded.
- The acquisition of environmental management skills can result in rewards.
- Green perks (transportation and travel) might be provided in lieu of direct compensation.
- Financial/tax incentives (including bicycle loans and the usage of low-emission vehicles) may be provided.
- A monetary (financial) incentive system for environmental management can be established.
- It is possible to construct a non-monetary (financial) environmental management reward scheme (such as paid vacation and holidays).



- Environmental management can produce negative reinforcements (such as criticism and warnings).
- Good environmental management techniques may result in monthly management bonuses.
- Senior staff can be assigned environmental objectives.
- Additional awards may be presented to environmental management managers.
- Employees in environmental management might be provided with awards depending on recognition (public recognition, awards, paid holidays, breaks, gift cards).
- Employees might be encouraged to be more creative and innovative by rewarding environmental innovation.
- Awards (incentives) can be offered to promote recycling, trash management, and remote work.

Human resources techniques, which include green remuneration and reward approaches, combine individual care for environmental issues with organizational concern and urge employees to do their best to achieve organizational goals by influencing them to pay maximum attention at work. Green compensation and incentive management can be viewed as an essential instrument for supporting environmental initiatives inside an organization. With this approach, green actions of employees may be rewarded with recognition and monetary incentives; employees can be incentivized to initiate environmental projects and engage in environmental programs; and employees can be compensated for taking on environmental duties. They can be compensated more for minimizing waste and pollution, enhancing attitudes and behaviors towards environmental values, and encouraging environmental activities. Green compensation and reward programs will encourage green behavior among employees and push them to produce green ideas for their particular occupations that can be included into organizational business processes (Sardana, 2018).

According to social exchange theory, when employees feel appreciated through pay and benefits for exhibiting eco-friendly behaviors, this will prolong their drive to constantly apply eco-friendly behaviors in order to obtain continued acceptance and recognition from the firm. Green incentives can either be monetary or non-monetary. Cash prizes include those associated with bonuses or incentives, whilst non-monetary awards may include particular recognition or rewards. It is also claimed that green rewards will make employees more invested in their work, increase their loyalty, enhance the institution's reputation, and provide a competitive advantage (Yusliza, 2019).

To achieve specific sustainable projects, firms should incorporate an incentives package that compensates employees for altered behavior into their remuneration systems. In addition, by tying compensation to environmental performance, a variable payment component can be added to the pay system, and firms can encourage waste reduction strategies established by teams. For instance, when implementing a green suggestion, a portion of the cost savings can be returned to the team or employee who originally



proposed the idea. The Environmental Respect Rewards program at DuPont acknowledges employee environmental accomplishments, while both Nordstrom and 3M offer awards for employee suggestions to improve the environment and increase firm profitability (Mandip, 2012). While helping to sustain environmental performance, giving green rewards to staff also motivates them to create environmental projects (Al-Romeedy, 2019).

V. CONCLUSIONS AND SUGGESTIONS

The preceding analysis elucidates in great detail the potential of HRM practices to green organizations. In addition to reducing their environmental impact, green enterprises can simultaneously improve their image and brand growth. The majority of firms are unable to successfully integrate green HR practices in multiple functional areas such as selection, performance appraisal system, rewards, and training. This scenario requires the undivided attention and assistance of the executive team. Because employees often take something seriously when it is mandated by higher authorities, green initiatives should be implemented formally. According to the research, the personnel selection procedure in these firms severely lacks analysis of green personality factors, hence highlighting the importance of its formal adoption. Likewise, Green job design and analysis are found to be very lacking. No environment-specific qualifications are sought for any position. On the other side due to the depletion of natural resources in the 21st century, enterprises that extract raw materials from the environment, process them, and then return them to the environment as goods or services have begun to experience difficulties in obtaining resources. Moreover, firms do not conduct their operations in isolation from their surroundings. In other words, the interaction between firms and their micro and macro environments is bidirectional. Additionally, corporations have social responsibility to the community in which they operate. Considering all of these considerations, it is clear that businesses have become much more environmentally conscious during the past quarter century.

Today, the success of organizations that adopt proactive environmental policies and attempt to use environmental resources in the most efficient manner is strongly correlated with the actions of their employees, who are the enterprises' internal stakeholders. Since businesses cannot exist without their employees, their ability to achieve their objectives also depends on employee attitudes and conduct. In this regard, in order for businesses to achieve their environmental objectives, it is vital to enhance the employees' awareness of this issue and instill in them the required attitudes and behaviors. At this time, the human resources functions of businesses play an important role.

Green Human Resources Management is a process of transformation in which the human resources functions of a company are equipped with green goals and play an active part in the achievement of the enterprise's environmental objectives and policies. Within the framework of Green HRM, all human resource operations, including



personnel-supply selection, performance evaluation, training development, and salary management, are governed by environmental considerations. Thus, in the recruitment processes of the employees, environmentally friendly personnel are prioritized, thereby contributing to the future achievement of the enterprise's environmental goals; environmental attitudes and behaviors are inculcated in the employees through training-development activities; environmental criteria are included in the performance evaluation criteria; and the level of employees' achievement of environmental targets is effectively measured and a c Employees are incentivized to attain environmental goals through the creation of a progress system and the provision of incentives for environmental policies and rewards. With green HRM, both employees and organizations adapt to the enterprise's environmental objectives, achieving organization-person harmony and facilitating the achievement of environmental objectives. Additionally, as a result of Green HRM operations, the organization's image in the eyes of its employees improves, and the corporate culture is more easily absorbed. In addition, businesses fulfill their social duties as a result of these efforts. Environmental awareness among employees has improved as a result of Green HRM initiatives, and this has a good impact on businesses, as demonstrated by numerous studies featured in this research.

Examining the literature reveals that several research on the idea of Green HRM have been conducted in international literature, and the organizational consequences of Green HRM procedures on employees, individuals, and businesses have been explored. However, it has been observed that there are few research in the Arab world in general and in Palestine in particular, and that the majority of these studies explain the concept of green human resource management. This research aims to describe the concept of Green HRM, expose how HR departments of businesses can become Green HRM, take a comprehensive approach to the notion of Green HRM, and evaluate global instances of Green HRM and the outcomes of Green HRM practices. This research, which examines the idea of green HRM and its functions in this context, intends to provide an infrastructure for future practical studies and contribute to the body of knowledge in this way. Future research could examine the level, prevalence, and efficacy of Green HRM activities in Palestine, which organizations transform their human resources processes into Green HRM processes, the level of employee compliance with Green HRM processes, and the effects of Green HRM activities on employees' organizational outputs.



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