

“Green Human Resource Management Practices for Corporate Sustainability”: Evidence based Systematic Literature Review Study

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Abstract

An extensive systematic review of literature and analysis of 13 documents stretched across 7 years between 2016 and 2022 following the “PRISMA” guidelines has been carried out to be able to confer the present status of research in the area of Green Human Resource Management and Corporate Sustainability. Green human resource management practice is one of the main elements of Corporate Sustainability. This review has documented a rising knowledge base that is globally in scope with contributions from different countries across the world. This study will inevitably aid organizations in designing and executing their future plan of action. This is the first concurrent systematic literature review of Green Human Resource Management and Corporate Sustainability that contributes to the existing literature. This review paper provides a thorough understanding of existing literatures and an overall research direction for future studies.

Keywords: Corporate Sustainability, Green Human Resource Management, PRISMA and Systematic Literature review.

Introduction

In the late 1980s, following the publications of the United Nations’ Brundtland Report (also known as Our Common Future), the concept of sustainable development emerged. Sustainable development is defined as “a development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development). Soon after this, organizational sustainability came into the picture which addressed ecological concerns, social responsibility and integration of economic activities while being concerned of natural and social environment. (Linnenluecke & Griffiths, 2010). Corporate sustainability is defined by scholars as - the integration of organizational concern of social, environmental culture of organization, decision making process, strategy formulation, implementation and operations (Marrewijk, 2003). From the last few years, following the industrial revolution, sustainability of organizations have become a matter of utmost concern because the industrial revolution has led to increased environmental issues and environmental

destructions (Jabbour & Santos, 2008). To tackle this issue, firms are converting themselves into green firms to become more sustainable than their competitors in their practices (Sharma et.al 2015). Today Corporate sustainability has become a matter of concern because it is for the people that organizations wants to create long term values with the help of green strategy. (Shah, 2019). Ecofriendly products is one of the ways which has led the firms to integrate their processes, technological adoption and system (Muster & Schrader, 2011). Corporate sustainability has a positive impact on employee's productivity and revenue as per studies done previously. It also helps reducing wastes materials, hiring and attrition expenses and strategic and operational risks (Tang et al., 2017) (Masri & Jaaron, 2017) (Ren et al., 2017).

GHRM deals with adoption and implementation of HR practices (Yong et al., 2019b) influencing corporate sustainability (Ramasamy et al., 2017). It becomes extremely important to motivate and develop awareness among employees about the ongoing environmental issues so that they can face the predictable challenges with ease and therefore commit to organizational sustainability (Aggarwal et.al (2015). Organizations that incorporate GHRM practices sees an increase in performance and commitment of employees which leads to an improved environmental efficacy and environmental friendly organization culture. This helps to minimize the damage of industrial development on environment upto some extent (Mandip et al 2011). Organizations applying GHRM strategies becomes more captivating to current and future workforce as they put environment and social responsibilities as their topmost priority.

Sustainable practices help organizations to become sustainable, socially responsible and protect the environment from being polluted (Rangarajan & Rahm, 2011). GHRM approach modifies organizational policies and HRM strategies which leads to corporate sustainability that protects and emphasizes on the environmental aspects as well (Jabbour & Santos, 2008). Green initiatives such as sharing ride, flexibility of workplace, telephonic conferences, recycling, etc makes it much easier to achieve organizational sustainability (Likhitkar et.al 2017). HRM and corporate sustainability focuses on meeting the demands of stakeholders and environment at once. Modern GHRM ensures organizational sustainability in three aspects (economic, social and environmental) (Renwick et al., 2012) (Benn et al., 2006) (Dyllick & Hockerts, 2002), (Marrewijk, 2003).

Organizations did not used to be considerate towards environment a few years back, assuming their activities did not have any impact on the environment. The negligible attitude towards environment slowly led to increased environmental problems. The world now needs businesses to adhere to sustainability, adopt environmental practices and protect the nature as opposed to the previous belief of the natural resources being free and limitless (Yusliza et al., 2020). Absence of GHRM practise leads to global warming, misuse of natural resources, ecological instability. This

makes GHRM a very crucial aspect of organizational sustainability (Yong et al., 2019a). Organizations are now being responsible in their daily operations with respect to environment and indulging into environment friendly processes which in turn leads to lesser pollution (Mtutu & Thondhlana, 2016). If an organization practices environmental friendly behavior it increases its resource efficiency and environmental performance, reduces costs, and improves corporate image (Business Resource Efficiency Guide). For organizations to achieve corporate sustainability, GHRM plays a very pivotal role in various ways like developing environment friendly norms and providing a route to achieve corporate sustainability. To achieve organizational sustainability the employees of that organization should be responsible enough to volunteer green initiatives (use stairs instead of lift, avoid wastage of electricity and papers) in their workplace (Ren et al., 2017).

Previous studies in the area of GHRM mostly focused on awareness (Lee, 2009); (Lin & Ho, 2010), adoption (Yong & Mohd-Yusoff, 2016) and implementation (Chan et al., 2014b). of GHRM practices while linking GHRM with many factors like social sustainability, Pro environmental behaviors, Green capital, Environmental management strategies and many more. This literature review focuses on studying the impact of GHRM practices on Corporate Sustainability with which has not yet been done. Therefore, a systematic review of literature becomes essential to investigate the role of GHRM practices in organizational sustainability. An extensive review will therefore help future researchers to classify and reduce large quantity of data collected over the past and identify gaps present in literature (Nolan & Garavan, 2015). This review contributes to the existing literature and hence provides a pathway for the scholars in the field of human resource management.

This review paper has adopted Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) standard, a literature review method given by (Moher et al., 2010) to find the objectives stated in the introduction previously. Scopus database was considered for this study. Through a systematic review, this paper attempts to find out the publication trends in the domain of GHRM and Corporate sustainability. This paper evaluates the current trends in domains of GHRM and Corporate Sustainability, using peer reviewed published journals from Scopus database. This paper finds descriptive analysis and direction of future research in area of Green HRM and Corporate sustainability.

Research Methodology

Search criteria

Initial advanced search in Google Scholar as on April 2021 with the phrase "Green Human resource management" OR "GHRM" OR "Green HRM" AND "Organizational sustainability" OR " Corporate Sustainability" OR " Business Sustainability" OR "Organization Sustainability" resulted in 25 articles from the year 2016 to 2022. There were no articles published before 2016. Refining GHRM and Corporate Sustainability under the subject area of 'Business, Management and accounting',

'Economics, Econometrics and Finance', 'Environmental Science' and 'Social Science' resulted in 22 articles. Articles on Computer Science, Engineering, Energy, Mathematics, Decision Science were excluded from further research as they did not relate Organizational Sustainability with human involvement. The search was then limited to "Articles and Reviews" which resulted in 19 articles. Finally, the search was limited to final stage of publication which resulted in 17 articles which were used in the literature review.

Study Selection

After applying the inclusion and exclusion criteria, 17 papers were determined as eligible although 3 papers did not open and 2 of them were not related so only 12 papers were included in the review.

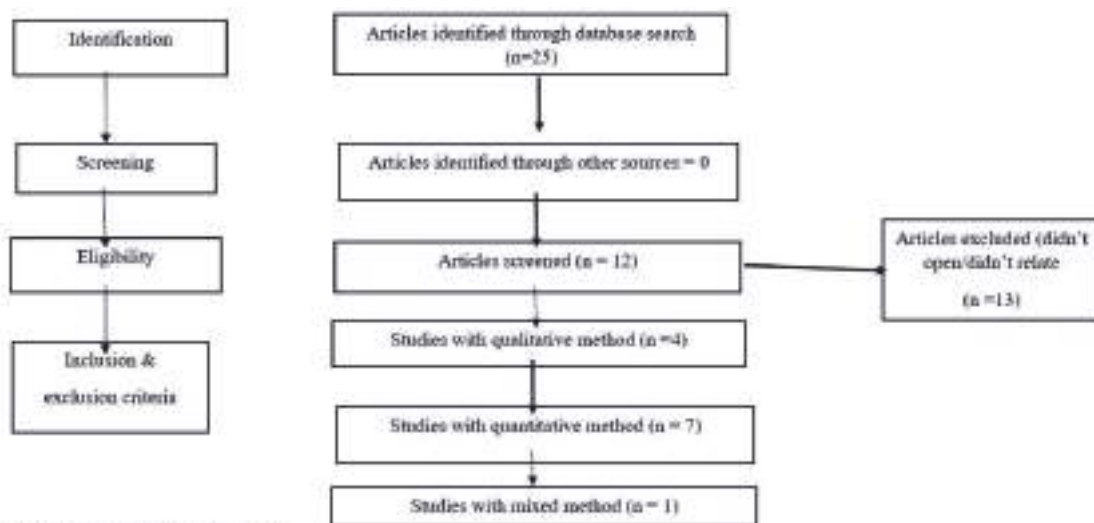
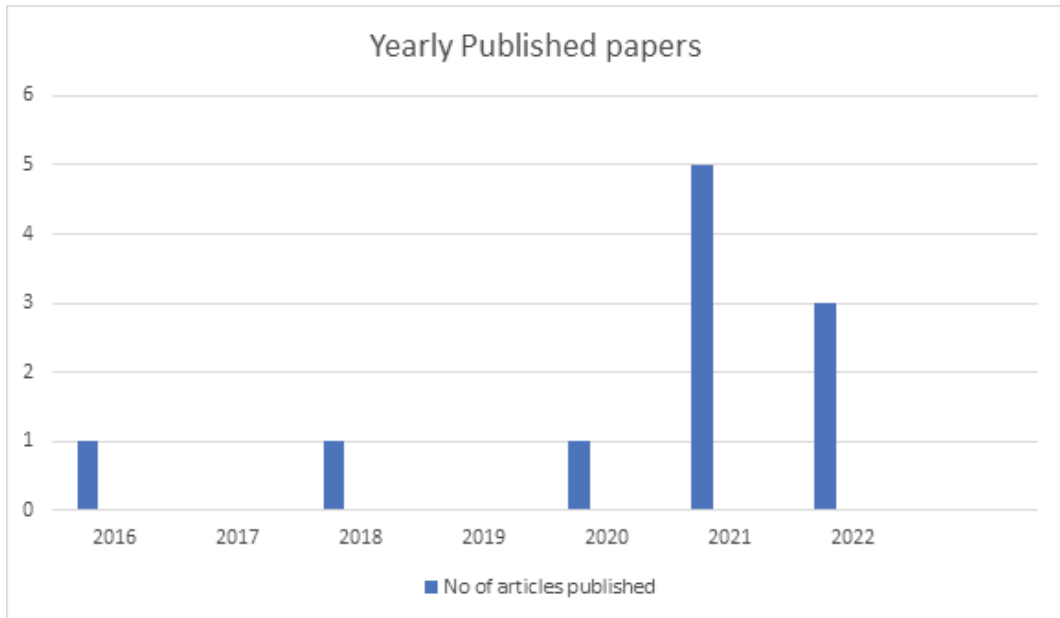


Figure 1 - Study selection flow-chart

Result and Analysis

Organizations are now presently are focusing and adopting integrated approach focusing on environmental management (Florida & Davison, 2001). and a sustainable organization culture at once. (Liebowitz, 2010) (Baumgartner & Rauter, 2017) (Luu, 2018). It is a well-known fact that the employees who have an opportunity to make an impact on environment through their jobs have reported to have higher levels of work satisfaction in comparison to those who do not (Guerci et al., 2015).

A review of 17 articles on GHRM and Corporate Sustainability for a period of 7 years (2016-2022) shows an increasing trend of research in this field. Before 2016 there is no article that addressed GHRM and Corporate Sustainability together.



DESCRIPTIVE ANALYSIS

Table 1. Descriptions of study characteristics, methodology, industry & findings

S.No.	Author	Year	Country	Methodology	Industry	Findings
1.	Paula Benevene and Ilaria Buonomo	2020	Asian countries (China, Malasiya and Pakistan)	Qualitative	Profit organizations	<ul style="list-style-type: none"> Ways for employees to involve in green activities and impact green performance of organization Direct effect on GHRM practices on organizational environmental performance
2.	Fiza Amjad & Waseem Abbas & Muhammad Zia-UR-Rehman & Sajjad Ahmad Baig & Muhammad Hashim & Ayesha Khan & Hakeem-ur-Rehman	2020	Pakistan	Quantitative	Textile industry	<ul style="list-style-type: none"> Green training and development has a significant but least influential effect on employee performance Green training and development has strongest effect on employee performance. green performance appraisal is associated with employee performance.

			<ul style="list-style-type: none"> Employee performance mediates the relationship between green training & development & organizational sustainability 	
3.	Nabeel Younus 2020 Pakistan Ansari1 Muhammad Farrukh2 Ali Raza3	Quantitative	Manufacturing industry (chemical, fertilizer, pesticides)	<ul style="list-style-type: none"> GHRM practices influence employees' green commitment and PEBs. green commitment mediates the relationship between GHRM and PEBs. GHRM initiative is proportional to environmental friendly environment behavior.
4.	Marco Guercia 2016 Italy & Luca Carolloa	Qualitative	Italian companies	<ul style="list-style-type: none"> Companies evaluate the candidates during selection by asking them questions related to environment and considers them but some only include questions and focus only on technical skills. Some companies were interested in measuring only those environmental performances that enable cost reduction. Companies had introduced both monetary and non-monetary incentives to motivate employees.
5.	V.N. Amrutha, 2019 S.N. Geetha	Mixed methods	Not specified	<ul style="list-style-type: none"> GHRM contribution to GDP and the economic growth of the country

6.	Saqib Yaqoob Malik Yukun Cao *, Yasir Hayat Mughal , Ghulam Saqib Yaqoob Malik Yukun Cao *, Yasir Hayat Mughal , Ghulam Muhammad Kundi Mudassir Hayat Mughal and T. Ramayah	2020	Pakistan	Quantitative	Manufacturing firms	<ul style="list-style-type: none"> Green recruitment and selection, green rewards and green intellectual capital have a positive effect on firm's sustainability.
7.	Tauseef Jamal 1, Muhammad Zahid 1,2,* , José Moleiro Martins 3,4 , Mário Nuno Mata 3,5 , Haseeb Ur Rahman 6 and Pedro Neves Mata	2021	Developing countries	Quantitative	Industrial sector	<p>Positive impact of three GHRM practices on corporate sustainability</p> <p>Positive relationship between green pay and reward and corporate sustainability</p>
8.	Muafi , Rizqi Adhyka Kusumawati	2021	Indonesia	Quantitative method	Courier services	<p>Supply Chain Organizational Learning has a positive effect on Supply Chain Performance and Business Performance, it mediates the effect of Supply Chain Performance on Business Performance.</p> <p>GHRM has no effect on Supply Chain Performance and Business Performance.</p> <p>Supply Chain Performance does</p>

<p>9. Muafia 2021 Indonesia Muafi,Uyun Q.</p>	<p>Quantitative textile method</p>	<p>not mediate GHRM on Business Performance. Green HRM improve business sustainability in operational, environmental, and social performance mediated by environmental management strategy</p>
<p>10. Muafia 2021 Indonesia Muafi,Uyun Q.</p>	<p>Quantitative ot specified method</p>	<p>Green HRM improves business sustainability in operational, environmental, and social performance. PEB is a mediator in testing and analyzing the effect of GHRM on business sustainability.</p>
<p>11. Lieli 2020 Indonesia SUHARTI*, Agus SUGIARTO</p>	<p>Qualitative ement company method</p>	<p>Individual employees had better green and non-green work outcomes. The benefits of the implementation of Green HRM at organizational level-creation of environmentally friendly organizational culture and work climate, increased efficiency of various resources, formation of positive corporate image and increased economic and eco-performance.</p>

12.	Rossana Parizotto Ribeiro Iuri Gavrinski	2021	Qualitative method ot specified	Sustainable management is concerned with social, environmental, and economic dimensions, while SHRM helps to execute them. SHRM practices create positive relationships with stakeholders, making the CS strategies possible. decision makers must understand the stakeholders' values and interests.
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ANTECEDENTS OF GREEN HUMAN RESOURCE MANAGEMENT	Paper S. No.
Green organizational culture	1
Green human capital	1
Green behavior	1
Green academic knowledge	1
Need for sustainable development	1
Environment-related problems	2
Shortage of resources	6
Green involvement	7
Lack of sufficient skills	8
Achieve business sustainability	8
Stainable management	12
Employee green behavior	5
Employee awareness	5
Corporate Social Responsibility	5

Table 2- Antecedents and Consequences of GHRM

CONSEQUENCES OF GREEN HUMAN RESOURCE MANAGEMENT	Paper S. No.
Organizational Sustainability Environmental Performance	1
Green Management Practices	1
Job Satisfaction	1,5,11
Corporate Social Responsibility	1
Employee reward system Employee motivation	2
	2
Increased profits	5
Lower employee turnover	5
Less environmental impact	5
lower cost of production	5
Increased efficiency	5
Digital information	8
Green Innovation	8
Green behavior	11
Green competencies	11
Pro-environmental commitment	11
Employee loyalty	11
Sense of ownership	11
Job performance	11
Employee well-being	11

Conclusion

Studies concerning corporate sustainability as an outcome of green human resource management practices were hardly found in GHRM literature, which serves as a major gap for this literature review. This evidence-based study identifies the impacts of various Green Human Resource Management Practices on Corporate Sustainability, the Antecedents and consequences of GHRM. This provides more information on how organization can achieve corporate sustainability through incorporating green human resource management practices. The systematic literature review reveals that organizations practice and preach GHRM practices to achieve corporate sustainability in all the aspects of an organization. This evidence based study excluded non-English papers and included the papers only from field of business management, accounting, social science while excluding the papers from Engineering, Computer Science. Most of the papers included in the systematic review collected data from profit organizations. Finally, to the best of our knowledge, we considered all the eligible papers as per the selection criteria, but it is possible that some papers might be missed.

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