

Green Human Resource Management in Supporting Environmentally Friendly Behavior

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ABSTRACT

This article aims to describe Green human resource management (GHRM) as an effort to support environmentally friendly behaviour. GHRM must be explained conceptually so that green human resource management practices can be well understood. This article was prepared using the library study method. Performance management in the management environment provides a challenge in measuring environmental performance standards in various corporate units and obtaining useful data for managers about environmental performance. Green performance appraisal includes themes such as environmental responsibility, environmental incidents and knowledge of environmental policies and issues, as the issues involved in environmental performance appraisal relate to the requirement for managers to be held accountable for environmental performance. Green performance appraisal is a process in which employees are stimulated to enhance professional skills in environmental issues, which helps to achieve environmental performance goals and objectives in a better way. The green reward system plays an important role in motivating people and helping to identify their significant performance towards environmental stewardship.

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1. INTRODUCTION

The practice of human resource management (HRM) in the last decade has driven organizations to learn green concepts globally. Explore and synthesize these green HRM practices with other businesses and organizations that will contribute both academically and practically significantly to the HRM field (Renwick et al., 2013). However, most research on human resource management and environmental management is isolated. There is little consideration of human resource management systems within organizations to achieve environmental sustainability (Rajiani & Ismail, 2019).

Green human resource management (GHRM), which is defined as an HR aspect of green management, is suggested as one step of an effective green initiative (Riana et al., 2020). Efforts to implement environmental conservation strategies are important for organizations to encourage the development of environmentally friendly attitudes and behaviours among employees aligned with green organizational goals (Wright, 2008). GHRM presents environmental management theory by facilitating appropriate job-related behaviour and employee skills. GHRM encourages adopting pro-environmental behaviour through capacity building and creating a supportive culture (Gunasekaran et al., 2014). GHRM covers beyond the employee's role by introducing the concept of green work-life balance.

Integrating corporate environmental management into human resource management is called GHRM (Rajiani & Ismail, 2019). The human resources aspect of environmental management is GHRM. Specific policies in recruitment training, performance management and appraisal, development, employment relations and awards and rewards are powerful tools for aligning an organization's environmentally sound strategy. The functional management dimensions of human resources, such as job description and analysis, recruitment, selection, training, performance appraisal and rewards, are defined as GHRM (Jia et al., 2018).

This article aims to describe GHRM as an effort to support environmentally friendly behaviour. GHRM must be explained conceptually so that green human resource management practices can be well understood. GHRM refers to all the activities involved in developing, implementing and maintaining sustainable systems aimed at making employees of an organization greenz (Wright, 2008). GHRM is concerned with transforming normal employees into environmentally friendly employees to achieve the organization's environmental goals and contribute significantly to environmental sustainability. It refers to policies, practices and systems that make employee organizations green to protect individuals, society, the natural environment and business.

2. METHODS

This article was prepared using the library study method. A literature study is a comprehensive overview of the research that has been done on a specific topic to show the reader what is already known about the topic and what is not known, to seek a rationale for the research that has been done or for further research ideas (Van Lange Paul et al., 2015). Literature studies can be obtained from various sources, including journals, books, documentation, the Internet and libraries (Lai, 2011). The literature study method is a series of activities related to collecting library data, reading and taking notes, and managing writing materials (Snyder, 2019). The type of writing used is a literature review study that focuses on the results of writing related to the writing topic (Zed, 1999).

3. FINDINGS AND DISCUSSION

Green Human Resource Management (GHRM) refers to the HRM aspect of environmental management. GHRM is defined as HRM activities that have positive environmental outcomes (Riana et al., 2020). GHRM practices can be grouped into three main activities: (1) enhancing the capabilities of green employees, (2) motivating green employees, and (3) providing green opportunities. Demonstrate green employee skills, which involve integrating positive environmental thinking into the company using human resources (HR) activities such as recruitment, selection, training, and leadership development (Ahmad, 2015). Once recruited and hired, employees are motivated through performance measurement and reward systems that focus on providing opportunities for environmental improvement.

Performance management in the management environment provides a challenge in measuring environmental performance standards in various corporate units and obtaining useful data for managers about environmental performance (Alfes et al., 2013). Green performance appraisal plays an important role in achieving environmental performance because this practice provides a strategy that assesses employee performance against green-related standards and consists of non-green-related elements in performance falsification (Syaharuddin et al., 2022). Environmental criteria are included in employee performance appraisal so that a culture of environmental performance can be promoted within the organization (Bangwal & Tiwari, 2015). Therefore, employee personal performance will be absorbed along with environmental performance, which affects the amount of encouragement and flexibility that can be given to employees.

Green performance appraisal includes themes such as environmental responsibility, environmental incidents and knowledge of environmental policies and issues, as the issues involved in environmental performance appraisal relate to the requirement for managers to be held accountable for environmental performance (Deshwal, 2015). Therefore, this study hypothesizes that green performance appraisal practices positively affect environmental performance. The green reward system in helping to identify their significant performance towards environmental management. Adopting the award is to achieve, maintain and motivate people to strengthen well and realize how important environmental protection is.

A green reward system means aligning the system with the green policies and practices used by the company. It must be designed to generate green initiatives in the workplace, lifestyle and reduce carbon footprint. Employee recognition and rewards are created for achieving environmental goals, and managers motivate their subordinates to undertake environmental initiatives. Organizational performance can be described as the result of all company activities. It can be evaluated by assessing the company's current behavior concerning its efficiency and effectiveness (Jia et al., 2018).

The resource-based theory states that synergy can be achieved by managing company resources in such a way as to create positive performance and become a market leader. The extent to which a company carries out environmentally friendly activities is an indicator of environmentally friendly performance that aims to reduce manufacturing operations' negative impact on the environment (Jabbour, 2013). An organization's environmental performance refers to its practice initiatives in circumstances that positively affect the environment (Aprilla et al., 2022). Therefore, enterprises are interested in implementing effective environmental management practices to enjoy environmental protection.

Indicators of the work environment are air circulation in the workplace, lighting in the workplace, noise in the workplace, odors in the workplace, the relationship between employees, and the relationship between employees and managers (Rajiani & Ismail, 2019). The work environment has a positive effect on employee motivation. The work environment is important in encouraging employee motivation in a company. The work environment is also one factor that impacts the intensity of employee turnover or the decision to stay in the organization. In this case, a good environment including clean, attractive, inspiring and supportive positively impacts employee turnover intensity, commitment and retention (Ahmad, 2015). Therefore, this study hopes to find that the work environment positively correlates with employee turnover intention in organizations, especially among millennials.

Indicators of the work environment are air circulation in the workplace, lighting in the workplace, noise in the workplace, odors in the workplace, the relationship between employees, and the relationship between employees and managers. The work environment has a positive effect on employee motivation (Jackson & Seo, 2010). The work environment is important in encouraging employee motivation in a company. The work environment is also one factor that impacts the intensity of employee turnover or the decision to stay in the organization. In this regard, a good environment including clean, attractive, inspiring and supportive positively impacts employee turnover intensity, commitment and retention (Jabbour, 2013). Therefore, this study hopes to find that the work environment leads to a positive relationship with employee turnover intention within the organization, especially among millennials.

The work environment is referred to as a factor that has an impact on the intensity of employee turnover or the decision to stay in the organization. This is recognized as a vital factor that impacts employee retention in companies (Alfes et al., 2013). The work environment has a positive or negative influence on work outcomes such as commitment, involvement and intention to stay. In this regard, a good environment including clean, attractive, inspiring and supportive positively impacts employee turnover intensity, commitment and retention (Wright, 2008). HRM practices, namely GHRM practices

such as recruitment and selection, training, performance management, remuneration and incentive systems, as well as participation institutionalized by an organization, theoretically should be able to reduce employee turnover intention, namely millennials, as individuals, namely, millennial employees enter into communication relations where providing mutual benefits creates an obligation for reciprocity.

The alignment of Human Resource Management with environmental management is called Green Human Resource Management, which aims to help companies to trigger environmental performance by increasing employee commitment to the environment (Riana et al., 2020). Today, business companies have emphasized the importance of environmental and green management and aligned them with corporate goals and strategies. To achieve an environmentally friendly company's environmental goals, GHRM is a very important strategic tool. Professional Human Resources are responsible for getting support from employees in environmental therapy.

4. CONCLUSION

Positive effects of green human resource management practices on environmental performance. Green human resource management practices in the form of green recruitment, green training, and green rewards can enhance and support an organization's environmental performance and create a competitive advantage. Green Human Resource Management practices (green recruitment and selection; green training and development, green performance appraisal, green rewards and compensation) will improve environmental performance. The training and development program is a Green Human Resource Management practice to instill attention and knowledge on environmental issues. Such activities advance environmental knowledge, skills, and individual awareness, which, in turn, develop the organization's green goals.

In addition, practices that generate employee green motivation should be required in all relevant departments to increase employee engagement and environmental responsibility, for example, establishing workshops or forums on environmental protection or creating opportunities for employees to participate in green advice and problem-solving groups and communicate effectively. Active in environmental activities. Green performance appraisal plays an important role in achieving environmental performance because this practice provides a strategy that assesses employee performance against green-related standards and consists of elements not connected to green progress in performance feedback talks. Green performance appraisal is a process in which employees are stimulated to enhance professional skills in environmental issues, which helps to achieve environmental performance goals and objectives in a better way. The green reward system plays an

important role in motivating people and helping to identify their significant performance towards environmental stewardship.

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