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**EFFECT OF GREEN HUMAN RESOURCE PRACTICES ON THE  
EMPLOYEE PERFORMANCE AND BEHAVIOR: A SYSTEMATIC  
REVIEW**

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**Abstract**

These days it appears that a significant number of organizations practice green human resource management practices in the worldwide setting. Exploring about these green HRM practices which are being practiced by the business and other organizations will contribute significantly to the HRM field. The aim of this study is to explore the effect of the Human Resources (HR) practices on the employee performance from different perspectives. The study followed the archival method of the literature review. The results of this review revealed that the overall influence of green HRM practices is positive on the employee's behavior and performance. This study recommends filling the existing gap in the literature and exploring this relationship in light of the relevant internal and external contextual factors.

**Keywords:** Green HRM, employee performance, employee behavior

**Introduction**

HRM (Human Resource Management) is a significant side of the management that deals with the majority of valuable assets for the organization, which is HR. The entire HRM context is presently being considered in sustainability. We contend that the GHRM (Green Human Resource Management) is a significant element of sustainability (Ahmad, 2015). During this study, we exclusively focus on the topic GHRM where the HRM is engaged within the environment setting through the organization. Mampra (2013) describes GHRM as the utilization of Human Resource Management policies to encourage the sustainable employment of resources in business enterprises; in addition to promoting the environmentalism cause that boosts employee morale while enhancing their level of job satisfaction (Mampra, 2013). Others describe GHRM as the utilization of the HRM practices, policies, and philosophies to support the sustainable employment of business resources while thwarting any inconvenient harm that may arise from environmental concerns, hazards, or risks towards organizations (Zoogah, 2011).

The Green initiatives in HRM shape part of broader corporate social responsibility programs. GHRM essentially consists of various key elements, namely knowledge, capital, preservation, and environment-friendly HR reforms (Mandip, 2012). The human resource function, besides being a core part of systems within an organization, are the essential foundation of every business be it a sustainable business or financial business. They are responsible for executing and planning those eco-friendly policies to produce a green atmosphere in the environmental surrounding. It is arguable that without the facilitation of the human resource function to help executing sustainable policies, going green in the environment would be quite a challenge for many organizations.

However, the existing literature is substantial to the extent of dealing with the GHRM topic, there is ambiguity related to the efficient implementation of GHRM policies within organizations around the globe for attaining absolute green communal culture. The present article recognizes the way that corporations are making initiatives for endorsing environment management program through developing HR policies in addition to ascertain diverse processes involved within GHRM on the foundation of existing literature within the area. Additionally, we go on to review the literature about the human resource aspects of green human resource management, that help in identifying the way that corporations today increase HR policies in their attempt to go green. This paper aims also to provide basic insight into some common green human resource management processes while taking the time to suggest some green initiatives that the human resource function could adopt.

### **Employee Performance**

Employee performance is considered as one of the main factors which affect the organization's performance. The importance of Human resource is understood by the successful organization as a significant factor directly contributes as well as has an effect on the performance (Al-Qudah, Osman, Ab Halim, & Al-Shatanawi, 2014). Any organization's success depends on the employees's behavior in addition to their decision, even though there are a lot of other factors that have an effect on the success, for example, the environment of the operations and the activities and the size of the organization. Frequently, HRM practices are working for evaluating the employee performance within the organization, as well as within modern era in addition to extremely competitive climate among the organizations, improving employee performance is via improving the Human resource management practices (Bowra, Sharif, Saeed, & Niazi, 2012; Cania, 2014).

The performance of the employee is to use the experiences, knowledge, abilities as well as skills, for performing the specific mission required via their managers effectively and efficient (DuBrin, 2013). The employees's performance importance can be notified of a number of points for example:

- 1- Assist to considering the price of the resources used (Mathis & Jackson, 2004).
- 2- Increase the employee performance efficiency is helping for making the right choices (Bowra et al., 2012).
- 3- Help to attain as well as assess for established performance aims (Bowra et al., 2012).
- 4- Help to excel as well as survive among the firms (Keegan, 2017).
- 5- A measure of the quality in addition to quantity of the work done (Mathis & Jackson, 2004).

Kaplan (Kaplan, 2003) clarified the most important methods of employee performance evaluating based on:

- 1- Employee achievements that show the degree to which exact aims or objectives have been exceeded, met, or not met.

- 2- Employee behaviors that are widely utilized for defining or evaluating employee behaviors essential for completing the job successfully.
- 3- Employee attributes that confirm qualities or characteristics significant for the firm.

### **Green employee performance evaluation**

One of the most important functions in GHRM is measuring the employee green performance of the job, and without this practice, every organization cannot make sure the practical environmental performance within a long-term basis. Green performance of employee evaluation has to be done independently or as a minimum as an element of the organization performance evaluation system. The employee green performance measurement criteria of the job have to be carefully associated with the performance of the organization's criteria of environmental (Arulrajah, Opatha, & Nawaratne, 2015).

To sustain excellent environmental performance, the organizations have to establish EMIS (Environmental Management Information Systems) in addition to environmental audits. A lot of organizations have recognized environmental audits and environmental management information systems (Wehrmeyer, 2017). The main goal of the environmental management information system is for monitor effectively the excess of energy, resource usage, pollution, in addition to regulatory necessities an organization encounters. As an Environmental Management Information Systems has been expanded, it is significant that it is not used only for reporting purposes, other than should in addition be incorporated with managers performance appraisals in addition to employees (Clair, Milliman, & Whelan, 1996). Including corporate environmental management targets and objectives with the organization performance evaluation system is a have to for every organization these days. Organizations must consist of environmental incidents in addition to environmental issues, take-up of environmental tasks as well as the achievement of the communicating environmental policy and concerns in the company performance evaluation system (Muller-Carmem, Jackson, Jabbour, & Renwick, 2010).

Establishing green performance indicators to performance management system as well as appraisals or installing corporate-wide environmental performance standards is not enough. Communication of the green schemes, standards and performance, indicators to every level of staff during performance evaluation system in addition to establishing firm-wide dialogue on the green matters are needed also for materializing aimed environmental performance (D. Renwick, Redman, & Maguire, 2008; D. W. Renwick, Redman, & Maguire, 2013). Managers have to set green responsibilities, targets and goals for their divisions, departments or sections, they ought to assess a lot of green incidents, utilize of the environment responsibility, in addition to the environmental policy successful communication in their range of their procedures (D. Renwick et al., 2008; D. W. Renwick et al., 2013).

### **Employee Green Behavior**

Employee green behavior is pro-social naturally (Chou, 2014); in addition to from a pragmatic viewpoint, the green behavior routine workplace ought to include extra-role as well as in-role green behavior (Ramus & Killmer, 2007), as the two forms of behavior add for organizational outcomes during value creation. The way that the behavior is eventually classified, for example

whether such performance is extra-role or in-role, is needy on the expectations and the organization which the organization own of its employees (Paillé & Boiral, 2013). There might be instances within a lot of jobs which require employees for behaving “green,” like jobs which require employees for ensuring that toxic waste must not emptied in the local water systems and that risky substance is disposed of in line with government regulations and organizational policies. These behaviors types would be predictable from the employee as well as shape element of the person’s official job responsibilities. Though, extra-role green behavior is further cryptic naturally in addition to might be simple as ideas for improving organizational environmental performance during turning off computers ultimately as well as turning off lights as do not use (Paillé & Boiral, 2013). While the extra-role as well as in-role green behavior is measured important to achieve organizational green aims (Norton, Zacher, & Ashkanasy, 2014), they can have diverse antecedents when employees have diverse discretion levels over how and when and for exhibiting these behaviors within the workplace (Hoffman & Dilchert, 2012; Williams & Anderson, 1991).

## **Methods**

This systematic review was conducted by following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) (Moher, Liberati, Tetzlaff, Altman, & Group, 2009).

### *Search strategy*

The search included seven databases including Mendeley, Web of Science and Google Scholar with 1570 hits for the three databases.

### *Inclusion/exclusion criteria*

Studies were included if they met the following inclusion criteria: (1) Empirical study, regardless of the research methods; (2) focusing on links between Green HRM and employee behavior or employee performance outcomes; (3) English language; and (4) published in a peer reviewed scientific journal. Studies were excluded based on the following exclusion criteria: (1) focus on non-green human resources management practices; and (2) studies with unclear framework were excluded.

## **Selection strategy**

A four-stage selection strategy was followed starting with screening both the abstract and title according to the inclusion and exclusion criteria, where the search hits was reduced from 1570 to 309 hits. The second stage included examining the remaining studies full text according to the inclusion and exclusion criteria, where in this stage the search hits were reduced to 14 studies that were included in this systematic review including the 14 main contributions that are listed in Table (2). The third step included summarizing the accepted studies while the final stage included checking the biography of the summarized studies.

## **Data analysis**

At first, all the green HRM practices were collected from the involved studies in this review study. The collected GHRM practices were processed iteratively in order to determine the

GHRM practices common labels where five practices labels were identified as in Table (1) below.

**Table 1:** The GHRM practices common labels

<b>Green HRM practices</b>	<b>References</b>
<b>Green recruitment and selection</b>	(Ahmad, 2015; Masri & Jaaron, 2017; Opatha, 2013; D. Renwick et al., 2008; D. W. Renwick et al., 2013; Stringer, 2010; Wehrmeyer, 2017)
<b>Green training and development</b>	(Ahmad, 2015; Masri & Jaaron, 2017; Opatha, 2013; D. Renwick et al., 2008; D. W. Renwick et al., 2013; Zaid, Jaaron, & Bon, 2018)
<b>Green performance management and appraisal</b>	(Ahmad, 2015; Masri & Jaaron, 2017; Opatha, 2013; D. Renwick et al., 2008; D. W. Renwick et al., 2013)
<b>Green reward and compensation</b>	(Jackson, Renwick, Jabbour, & Muller-Camen, 2011; Masri & Jaaron, 2017; Opatha, 2013; D. Renwick et al., 2008; D. W. Renwick et al., 2013)
<b>Green empowerment</b>	(Ahmad, 2015; Hameed, Khan, Islam, Sheikh, & Naeem, 2020; Luu, 2018; Masri & Jaaron, 2017; Ojo & Raman, 2019; Saeed et al., 2019; Tariq, Jan, & Ahmad, 2016; Zhang, Luo, Zhang, & Zhao, 2019)

## Results

### Study characteristics

The chosen studies represent fourteen out of 64 associated empirical studies. These studies concerned an extensive range of diverse industries including; IT, tourism, manufacturers, hospitality, power industry, engineering, food, coal generating, chemical as well as pharmaceutical industries. The most of the samples were employees, whereas Chaudhary (2018) study contracted with the engineering students.

Author/year	Industry	Sample	Study design (tool)	GHR practices	Mediating variables	Results
<b>Employee behavior</b>						
(Dumont, Shen, & Deng, 2017)	Food-grade paper-packaging manufacturer	59 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>Setting green goals</li> <li>Green training and development</li> <li>Green performance appraisals</li> <li>Green rewards and compensation</li> <li>Green behaviors in promotion</li> </ul>	Psychological green climate	The study indicated that green HRM affects both employee in-role and extra-role workplace green behavior
(Zhang et al., 2019)	General survey	145 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>Employee life cycle</li> <li>Rewards</li> <li>Education and training</li> <li>employee empowerment</li> <li>Manager involvement</li> </ul>	Information needs	Employee life cycle, education and training, employee empowerment, and manager involvement all significantly, affect the in-role and extra-role green behavior of employees positively, while rewards only significantly predict extra-role behaviors.
(Chaudhary, 2018)	Engineering	172 undergraduate engineering students	Quantitative (questionnaire)	GHR practices	Organizational prestige (OP)	GHRM was found to relate significantly with job pursuit intention of the employees
(Saeed et al., 2019)	Coal generating, power industry, food, chemical, and pharmaceutical industries	347 employees		<ul style="list-style-type: none"> <li>Green recruitment and selection,</li> <li>Green training and development,</li> <li>Green performance management and appraisal,</li> <li>Green reward and compensation,</li> <li>Green empowerment</li> </ul>	Employee's environmental knowledge	Green HRM practices positively affected employee's pro-environmental behavior
(Ojo & Raman, 2019)	Information technology	68 HR managers and 333 IT professionals	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>Recruitment and selection</li> <li>Training and development</li> <li>Compensation and reward</li> <li>Performance management</li> <li>Empowerment</li> </ul>	-	There was a significant impact of green training and development, and empowerment and participation on the employee behavior
(Jinfan & Guanglei, 2018)	General survey	450 employees	Quantitative (questionnaire)	GHR practices	Green values	There was an interaction between green HRM and task-related/voluntary green behavior
(Kim, Kim, Choi, & Phetvaroon, 2019)	Hospitality	390 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>Setting green goals</li> <li>Green training and development</li> <li>Green performance appraisals</li> <li>Green rewards and compensation</li> <li>Green behaviors in promotion</li> </ul>	-	The findings show that green human resource management enhances employees' organizational commitment and their eco-friendly behavior
<b>Employee performance</b>						

(Shen, Dumont, & Deng, 2018)	Food-grade paper-packaging manufacturer	388 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>• Setting green goals</li> <li>• Green training and development</li> <li>• Green performance appraisals</li> <li>• Green rewards and compensation</li> <li>• Green behaviors in promotion</li> </ul>	Perceived organizational support (POS)	Green HRM affects positively the non-green workplace employees outcomes including employee task performance, organizational citizenship behavior toward the organization and the intention to quit
(Cheema, Durrani, Pasha, & Javed, 2015)	SMEs	140 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>• Green training and Development</li> <li>• Green Performance management</li> <li>• Green Recruitment</li> </ul>	-	The results showed a positive relationship between green HR practices and employee performance
(Kumarasinghe K & Pallewaththa P, 2018)	Apparel manufacturers	135 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>• Green training and Development</li> </ul>	-	Organizations that improve green training and development practices may negatively effect on employee performance
(Hameed et al., 2020)	General survey	65 employees and their immediate supervisors	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>• Green employee empowerment</li> </ul>	Employee organizational citizenship behavior toward environment	GreenHRM practices influence employees' environmental performance through green employee empowerment
(Sinaga & Nawangsari, 2019)	Manufacturing	100 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>• Green recruitment</li> <li>• Green training</li> </ul>	Organization Citizenship for Behavior	Green recruitment and green training have a positive and significant effect on employee performance
(Luu, 2018)	Tourism	1261 employees	Quantitative (questionnaire)	<ul style="list-style-type: none"> <li>• Training</li> <li>• Empowerment</li> <li>• Rewarding</li> </ul>	Serving culture	There are positive effects of green HR practices on employee's green performance.
(Tariq et al., 2016)	General survey	104 research papers	Qualitative (literature review)	<ul style="list-style-type: none"> <li>• Green employee empowerment</li> </ul>	-	The study concluded that empowered employees are more motivated to perform environmental tasks which tend to be green

### **Discussion**

GHR Practices in addition to Employees Performance level GHR Practices consequences in diverse outcomes like improved employee loyalty, enhanced employee morale, improved brand recognition, stronger communal image, improved workforce productivity, improved employee retention as well as increased competitive advantage (Jafri, 2012). GHRM practices affect the performance of the supervisors to the employee engagement in addition to finds a potential solutions to the environmental problems (Ogbu Edeh & Okwurume, 2019). GHRM is the system, which helps the employees and motivates for understanding the green culture within the organization. The employees performance level and employee competencies, attitude and behavior is able to be shaped by applying GHRM practices (Jain, 2016). High level of technical skills and management is necessary with the employees to implement the GHR practices for having a powerful effect about the sustainable competitiveness amongst the organizations. Employees recognize the environmental realization in addition to following the green practices and values within the organization. Wider employee participation level within green practice will reimburse way to the successful product of the organizations (Hanna, Newman, & Johnson, 2000).

On the subject of the GHRM practices role on green behaviors within the workplace, accessible research has centered on the way that green HRM practices are able to be a factor in diverse environmental contexts to influence the organization generally environmental performance. Little studies are starting from the individual level also analyze the way that the green HRM practices implemented via the organization perform on the individual employees moreover advance the green performance of the personal workplaces of the employees (Dumont et al., 2017; Saeed et al., 2019). According to the situational strength theory, Luu regarded green HRM as a hold up situation within the workplace also considered that green HRM might promote the promotion and transformation of the employees' environmental protection inspiration through strengthening the association between employees environmental psychology and the leadership, in addition to that employees would take on the organizational citizen performance of the environment (Luu, 2019). Zibarras and Coan confirmed that green HRM practice is able to be used for promoting the pro-environment performance of employees during a survey including of 214 British organizations from diverse categories and sizes (Zibarras & Coan, 2015).

Furthermore Dumont et al. confirmed that the green HRM could directly as well as indirectly have an effect on in-role green workplace performance but can just indirectly have an effect on extra-behavior (Dumont et al., 2017). Jinfan & Guanglei demonstrated the GHRM indirect effects perform on voluntary green behavior and task-related green behavior based on the results of data analysis of 451 employees (Jinfan & Guanglei, 2018). Zhang et al. supposed that green HRM practices of the organization perceived via the employee might positively have an effect on the green behavior (Zhang et al., 2019). About training and education, the organization gives employees by course resources, environmental knowledge, in addition to the opportunity for participating within environmental practices with person. Promoting employees for being clearer about the importance as well as significance of the green behavior within the workplace, followed by choosing for carrying out the green behavior.



It may be finished with green recruitment is provide the employer through an opportunity for standing previous to the crowd, also increase their probability of being a focus for the candidates as well as retain them later than induction. Corroborating the new green tendency, we suggest that the employment process be associated with the environment-friendly issues.

The key human resources challenge within the “war for talent” is being a focus for high-quality staff (D. W. Renwick et al., 2013). Holtom, Mitchell, Lee, and Eberly within their study about retention and turnover of the employees argue with the most significant benefit dimensions for the human resources in addition to sustainability are satisfaction, retention and recruitment (Holtom, Mitchell, Lee, & Eberly, 2008). Now firms begin for recognizing the truth that adding reputation like the green employer is an effectual way for attracting new talent (Phillips, 2007; Stringer, 2010). Ever more, green work descriptions among environmental features are currently being included to employees in a recruitment agenda. The Green recruitment may be defined like the hiring process individuals with approaches, knowledge, behaviors and skills which identify by environmental management systems inside an organization. Consistent with Wehrmeyer, recruitment practices may support effectual environmental management through ensuring that novel entrants are common with the organization’s environmental culture in addition to are able of maintaining the environmental values (Wehrmeyer, 2017).

The Green recruiting is a method where the center of attention is specified on the environment importance in addition to make it a main element in the organization. Going together with this, the recruits are enthusiastic too, and for some extent, fervent about working to the environment friendly “green” company. Employing candidates by green bend of mind become easy to the firms for inducting professionals who are conscious with sustainable procedures and are familiar with fundamentals like conservation, recycling, in addition to creating an additional logical world (Ahmad, 2015).

In the study of Grolleau et al. about the environmental standards impact of the company on employment of the employee discovered that the company environmental commitment adds for the company profile. And they confirm that professionals were further concerned regarding the company environmental strategy (Grolleau, Mzoughi, & Pekovic, 2012).

GHRM practices, that are designed for building pro-environmental behaviors as well as values amongst employees (Tang, Chen, Jiang, Paille, & Jia, 2018), may be utilized for implementing sustainable tactics (D. W. Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016). green values or pro-environmental allude to societal or individual beliefs of the significance in addition to the natural environment well-being and the way that it ought to be treated and viewed via humans (Reser & Bentrupperbäumer, 2005). For being an effective implement in fostering pro-environmental behavior or employee green, GHRM should propose training programs which efficiently build environmental knowledge, values, awareness and attitudes (Cherian & Jacob, 2012; Dumont et al., 2017). GHRM should allow employees for enacting pro-environmental values in terms of engagement within pro-environmental behaviors in addition to contribution of eco-initiatives for an organizational sustainability. GHRM should too reward and recognize like pro-environmental contributions (Cherian & Jacob, 2012; D. W. Renwick et al., 2016; D. W.

Renwick et al., 2013) for “refreeze” or reinforce pro-environmental values. Our research is focus on empowerment, training as well as rewarding practices for GHRM, illustration on Babakus et al.’s (2003) study about the strong effect of these human resources management practices of service performance (Babakus, Yavas, Karatepe, & Avci, 2003).

In the Babakus et al.'s (2003) description of the environmental-friendliness, the service performance or green performance of the service may be deemed for being frontline service employees' perceptions for their own actions as well as abilities for resolving an environmentally unfriendly action in the service for the customer satisfaction. In the present research, we expect that GHR management practices will affects on the employees green performance. This anticipation is come from new works about the GHRM effects on the green behaviors (e.g. Dumont et al., 2017). Also the management commitment for environmental practices is demonstrate the positive link for the employees green behaviors (Erdogan, Bauer, & Taylor, 2015).

In addition, the HR management behavioral literature specifies that employee effects of HR management are large and by contingent on HR management attributions (Nishii, Lepak, & Schneider, 2008). Consequently, for underpinning the GHRM practices effects on the green performance, we use attribution theory (Fiske & Dépret, 1996) through centers of the attention on the fundamental explanations (attributions) which individuals make for decipher the others' and own behaviors and attitudes. According to the attribution theory, the individuals use attributions for making sense of the environment in addition to enhance their aptitude for forecasting future events. Furthermore, attributions individuals are making systematically affect their ensuing motivations, behaviors, cognitions and affects.

The study of Nishii et al. (2008) quarrel that employees' behavioral and attitudinal responses to human recourse practices are focused on attributions they compose about the management's intent within HR management implementation. As employees obtain green value training, in addition to rewards and empowerment to the pro-environmental contributions, and they are tending for making external attributions of the organization's commitment for being green (Dumont et al., 2017; Renwick et al., 2013, 2016). The attributions, which employees are holding, of the management aim for building environmental sustainability during the lens of GHRM practices are probably for positively impact their affects and cognitions to the organization's green tactic, in addition to advance the engagement in addition to contribution for green activities particularly in order to green performance.

The study of Bagozzi's (1992) indicates the employees' positive emotional responses role like affective commitment (e.g. Babakus et al., 2003) within arbitrating employees' positive assessment for management practices as well as employees' positive behaviors. therefore, EEC, viewed like discretionary commitment sense for environmental concerns within the work context (Raineri & Paillé, 2016), can serve like a mediator to the relationship among employees' appraisal of GHR practices in addition to the green performance.

GHR practices may inspire pro-environmental values to employees (Dumont et al., 2017; D. W. Renwick et al., 2016; D. W. Renwick et al., 2013) via modifying the organization image within their self-concept. In the view point of social identity theory (Tajfel, 1982), the organizational factors which can change employees' self-concept may affect on their behavior (Tajfel, 1982). Consequently, when employees recognize that the organization own a distinctive characteristics configuration like environmental commitment which they value, they could implant the green organizational image within their self-concept, turn into committed for the environmental mission, in addition to engage within green behaviors like green performance within their service actions.

### **Limitations and future studies**

Additional research ought to address questions associated with the green employer's enthusiasm within attaining the environmental aims and the way that the possible job seekers rate or perceive them on the sustainability parameters as claimed. For instance, do the employers comprise paper less interviews, eco-friendly locations and green job descriptions like other practices within their employment portfolio? Are the novel recruits made conscious with the environmental allegiance and policies for the company in the job commencement itself? The study dealing with these questions will assist the novel recruits for carrying on through the green policies in addition to assist with the management within establishing green policies for achieving the company aims. Finally, this important subject should be reevaluated empirically in light of the Corona Corvid 19 pandemic and its obvious influences on the employees' performance and behavior.

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