



Green Human Resource Management Approach: Implementation for Development Team and Organization (Mini Review)

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ABSTRACT

The purpose of this scientific article is to prove between three variables from existing scientific articles about the variables in this study qualitatively by using a literature review, the research method used is qualitative by searching literature reviews from scientific articles from various reputable international journals. Result discussion above answers everything presented by researchers in this scientific article, with a qualitative result that exists. The recommendations in this study provide a differentiating variable that is considered a research gap and can be used for other researchers with different objects such as differentiators Green Recruitment & Selection, Green Training, Involment, and Development, Green Performance & Compensation, Green Performance Management And Appraisal, Green Employee Involment Practices, Top Management, Environmental Orientation, Green Team Creativity and Organizational Sustainability, green culture, green OCB, green Values, Commitment HRM, Environmental Regulation, Green Creativity, Green Team Creativity and Technological Turbulence, sustainability performance, and emerging economy

INTRODUCTION

Green human resource management that has been used in recent years throughout the world, in various, profit and non-profit organizations, the application of human resource management in the form of an approach that focuses on environmentally friendly human resource management practices this approach considers the impact of organizational activities on the environment and encourages companies to consider the environmental impact of every decision they make. Green human resource management (HRM) has recently gained a unique position in research with gradual improvements in environmental management and sustainability (Yusoff et al., 2015), Regulation and awareness are two of the most important motivating factors that make organizations greener (Chen & Chang, 2013). According to (Yusoff et al., 2015) international regulations, organizations and industries are forced to adhere to certain green values. In addition, the growing awareness of "green consumers" or "environmentalists" leads to the purchase of products and services that are safe and do not harm the environment or society. This group masters the company's products or social activities. Therefore, it is important for companies not to neglect unsustainable management practices. Profit and non-profit organizations as one of the parties that play a role in preserving the environment and nature, starting to provide knowledge to prospective employees who will be selected until employees begin to devote themselves to the organization in carrying out green resource management.

Human resource management can play a useful role in promoting environmental management. Human resource management has complementary skills and abilities to improve the level of environmental protection of the organization (Shah, 2019a);(Susanto et al., 2022), still according to (Shah, 2019b);(Rettrisunz et al., 2023);(Candra Susanto & Henokh Parmenas, 2021) HRM has two objectives first, to achieve organizational goals and second, to meet employee expectations. Incorporating green management into human resource management adds a third goal, which is to improve employees' environmental behavior. The previous definition did not take into account the functional side of human resource management. They rely solely on a few HRM practices to improve the environmental behavior of the organization. Employee engagement and participation in green initiatives can benefit other stakeholders. Development for employees for green HRM in organizations can be through training to make the organization change by addressing green issues (Jackson et al., 2014), according to (Shah, 2019b);(Asadullah et al., 2021) introducing green practices and communicating company values in green management practices. Companies must find effective ways to implement Green Practice Management. Therefore, implementing a single Green Practice Management standard is a priority for many companies.

Improving the work environment and meeting the demands of 21st century work and environmental awareness requirements will benefit the organization and employees (Obeidat et al., 2020);(Muhammad & Tahir, 2023), according to (Shafaei et al., 2020) the power of the organizational environment and the strategic orientation of the organization become the basis for the

implementation of green HR management. When organizations become aware of environmental issues, set tasks to proactively mitigate them and pay attention to their negative environmental impacts, they create an organizational environmental culture in which the development of green employees is their priority. In other words, the organization's environmental culture has an inhibitory effect on environmentally friendly human resource management practices. The purpose of this study is to prove between three variables from existing scientific articles about the variables in this study qualitatively by using review literature.

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LITERATURE REVIEW

Green Human Resources

According to (Opatha, 2014) GHRM as a practice related to creating, implementing, and maintaining structures that make employees environmentally friendly. It involves the conversion of conventional labor to green labor to achieve green goals and contribute to environmental sustainability. It involves the conversion of conventional labor to green labor to achieve green goals and contribute to environmental sustainability. Furthermore, according to (Rani & Mishra, 2014), Green Human Resources (GHRM) is the process of using each employee interface in a way that encourages and supports practical business practices and awareness. High commitment, effective and strategic HRM practices have embraced the concept of GHRM, GHRM focuses on environmental uncertainty and environmental impact of the company's business activities. The study also developed a definition of GHRM based on the study's findings. GHRM is defined as the incorporation of green management elements into work planning, staffing, training and development, motivation, and HR maintenance activities to improve employees' pro-environmental behavior, meet employee expectations, and achieve organizational goals. Using this definition, we describe a structure for making measurements representative (Shah, 2019b), according to HRM having written indicators for the system and performance management appraisals. Thus, it is easier for HR managers to reward and reward "green" employees. In addition, Green HRM practices must be appreciated. They should also provide a forum for employees to present "green" ideas, participate and implement related initiatives, such as greening the workplace and encouraging corporate social responsibility (CSR) (Yusoff et al., 2015).

According to (Marler, 2009) Green HRM is often studied in relation to technology adoption. Technology applied to HR processes has an undeniably positive impact on people management, making it easier to request time off and making HR information available online. This allows you to shorten HR process time, share information faster in working relationships, reduce paper costs, facilitate internal communication and training, and adjust business strategies.

METHODOLOGY

This research methodology uses a qualitative approach and examines the variables of this study. Kind or academic writing method in the form of literature research. Theoretical analysis, analysis of relationships between variables, books and magazines, online and offline, obtained from Mendeley, Google Scholar and other online media. The reviewed journals are listed in Journal Metrics Table 1.1 below

Table 1. Journal Metric

Researcher, Title and Year	Variables used	Findings	Differences with this study
(Mishra, 2017) Green human resource management A framework for sustainable organizational development in an emerging economy	Organizational development Green HRM Emerging Economy	X1 → Y (sig) X2 → Y(sig)	Emerging Economy
(Bombiak & Marciniuk-Kluska, 2018) Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience	X1 : Green Human Resource Management X2 : Sustainable development Y : Enterprises	X1 : GHRM X2 : Sustainable Development Y : Enterprises	Enterprises
(Roscoe et al., 2019) Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development	X1 : GHRM Practices X2 : Enablers Green organisational culture Y : Enviromental performance	X1 → Y X2 → Y	Enviromental performance
(Shah, 2019a) Green human resource management: Development of a valid measurement scale	X1 : Development Y : Green Human Resources Management	X → Y	
(Mousa & Othman, 2020) The impact of green human resource management practices on sustainable performance in healthcare	X1 : Green Human Resources Management X2 : sustainable performance Y : health care organisations	X1 → Y X2 → Y	sustainable performance

organisations: conceptual framework	a		
(Ogbeibu et al., 2020) Technological Turbulence and Greening of Team Creativity, Product Innovation, and Human Resource Management: Implications for Sustainability	X1 : GHRM Bundles X2 : Green Team Creativity X3 : Technological Turbulence Y : Green Product Inovation Z : Enviromental Dynamic Capability	X1 → Y X2 -→ Y X3 -→Y Z --→ Y	Green Team Creativity Technological Turbulence Green Product Inovation Enviromental Dynamic Capability
(Huo et al., 2020) Commitment to Human Resource Management of the Top Management Team for Green Creativity	X1 : Commiment HRM Z1 : Enviromental Regulation Z2 : GHRM Y : Green Creativity	X1 → Y Z1 → Y Z2 →Y	Commiment HRM Enviromental Regulation Green Creativity
(Aboramadan & Karatepe, 2021) Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes	X1 : GHRM Y : Perceived Green Organizational Support Z1 : Job Performance Z2 : Organizational citizenship behavior toward the organization Gender and organizational tenure	X1 → Y Y → Z1 Y → Z2	Job Performance Gender and organizational tenure
(Hooi et al., 2022) Green human resource management and green organizational citizenship behavior: do green culture and green values matter	X1 : GHRM X2 : Green Culture Y : Green OCB Z : Green Values	X1 → Y X2 → Y Y → Z	Green Culture Green OCB Green Values
(Zahrani, 2022)	X1 : Green Recruitment & Selection	X1 → Y X2 → Y X3 → Y	Green Recruitment & Selection

Team Creativity and Green Human Resource Management Practices' Mediating Roles in Organizational Sustainability	X2 : Green Training, Involment, and Development X3 : Green Performance & Compensation X4 : Green Perfoamnce Management And Appraisal X5 : Green Employee Involment Practices X6 : Top Management X7 : Enviromental Oriental Z1 : Green Team Creativity Z2 : Green HRM Y : Organizational Sustainability	X4 → Y X5 → Y X6 → Y X7 → Y Z1 → Y Z2 → Y	Green Training, Involment, and Development Green Performance & Compensation Green Perfoamnce Management And Appraisal Green Employee Involment Practices Top Management Enviromental Oriental Green Team Creativity Organizational Sustainability
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In qualitative research, literature review should be used in accordance with methodological assumptions. That is, it must be used inductively so that it does not direct the questions that the researcher asks. One of the main reasons for conducting qualitative research is because research is exploratory (Ali and Limakrisna, 2013).

RESULTS

Implementation of Green Marketing Human Resources (GHRM)

From the explanation of various scientific articles obtained related to variables, the results of the study will be displayed as follows; Studies from (P. Mishra, 2017) with research results of the full potential of GHRM practices can be used to promote ecological behavior in organizations. Data analysis also showed that support from senior managers and cross-departmental learning from each other are important in promoting green behavior among employees, with the distinguishing variable of this emerging economy study, the next study from (Bombiak & Marciniuk-Kluska, 2018) The concept of green HRM in Polish reality is relative. However, there is a strong positive correlation between the assessment of the individual effects of environmentally friendly HR management on sustainable business development and practical implementation. Studies

show that the higher the impact rating of an activity, the more often it is applied in the companies under investigation. The following conclusion is possible: in order to expand the implementation of the concept of Green HRM in young Polish companies, it is necessary to raise awareness and disseminate information about the impact of Green HRM on the sustainable development of organizations, the distinguishing variable of enterprises. Subsequent studies from (Roscoe et al., 2019) with research results show that green HRM practices, including recruitment, training, evaluation and incentives, support the development of green organizational culture. For key proponents of a green organizational culture, we recommend emphasizing leadership, message credibility, peer engagement, and employee empowerment. Our paper advances HRM theory from the perspective of originality and research utility by explaining that proponents of green organizational culture positively mediate the relationship between GHRM practices and environmental protection. Managers are provided with a detailed understanding of GHRM practices necessary to activate an environmentally conscious employee organizational culture. Finally, we discuss the possible implications of this work for teaching green organizational culture to the next generation of responsible managers, with the result of differentiating environmental performance.

Subsequent studies from (Shah, 2019a) with the results of factor analysis research confirmed the structure of the factor. The instrument shows the validity of convergent and discriminant. The multi model goodness index shows the fit of the model. This study provides further evidence of the underlying structure of the construct, which may be valuable to researchers and practitioners in the field, subsequent studies from (Mousa & Othman, 2020) with the results of the study Green HR practices positively affect sustainable performance, the highest green tea coefficient is $\beta = 0.478$; the smallest influence of social activity was measurable $\beta = 0.372$. The study provides researchers with a better understanding of green HRM practices in the context of developing countries and empirical evidence of the role of green HRM practices in enabling employees to work sustainably. A framework has been developed to guide decision makers on how green HRM practices can be influenced and applied to maximize sustainable performance, with sustainability performance differentiating variables. The next study from (Ogbeibu et al., 2020) with the results of research on technological turbulence, green recruitment and selection, and green training, participation and development predicts the creativity of green teams. Green performance and compensation negatively predict the creativity of green teams. The creativity of green teams positively predicts the innovation of environmentally friendly products, while the characteristics of environmental dynamics negatively predict the innovation of environmentally friendly products. Technological turbulence amplifies the positive effects of green recruitment and selection on green team creativity and weakens the positive effects of green training, participation and development on green team creativity. In addition, the creativity of the green team is a complementary and competitive mediator. By simultaneously examining the predictive power of technological turbulence, green team creativity, and environmental dynamic capabilities in our research, we provide

new insights that extend traditional HRM concepts into a more environmentally friendly GHRM framework. We also discuss policy implications and future direction with differentiating variables Green Team Creativity and Technological Turbulence.

The next study from (Huo et al., 2020) with the results of HRM commitment research indirectly affects the company's green creativity, while GHRM mediates the process. Environmental regulation positively moderates the relationship between commitment to human resource management (COHRM) and GHRM and the mediating role of GHRM in the relationship between COHRM and green creativity. This study provides important reference value for GHRM research in China and provides practical illumination for enterprises in the coal and refining industries to solve environmental problems and achieve sustainable development, with differentiating variables (Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020)(Huo et al., 2020) Commitment HRM, Environmental Regulation, Green Creativity, subsequent studies of (Aboramadan & Karatepe, 2021) with the results of GHRM research improving hotel employees' perception of an environmentally friendly operating system. In other words, effective implementation of GHRM is a sign of a green operating system. As predicted in this study, employees' perceptions of eco-friendly operating systems enabled their JP and OCB-O. Finally, the green operating system observed mediated the effect of GHRM on JP and OCB-O, with variables differentiating job performance and gender tenure, subsequent studies from (Hooi et al., 2022) with the results of the relationship results showed a significant relationship. G-HRM has a significant relationship with G-OCB and green culture, while green culture has a significant relationship with G-OCB. The mediating effect of green culture on the G-HRM-G-OCB relationship is significant. The moderating effect of green values on the relationship between green culture and G-OCB is significant, the distinguishing variable of green culture, green OCB, green Values.

Subsequent studies from (Zahrani, 2022);(Susanto et al., 2023) provide evidence of the mediating effect of team creativity and green HRM on the relationship between green recruitment and selection; green education, participation and development; environmentally friendly operation and compensation; green performance management and evaluation; green employee participation practices; top management support and environmental orientation; and organizational sustainability. The implications of these findings for HR theory and practice in Saudi Arabian organizations are explored, differentiating variables Green Recruitment & Selection, Green Training, Involment, and Development, Green Performance & Compensation, Green Perfoamnce Management And Appraisal, Green Employee Involment Practices, Top Management, Environmental Oriental, Green Team Creativity and Organizational Sustainability.

DISCUSSION

After the elaboration of the results above from scientific articles related to the variables in this study, several scientific articles represent with different results from the variables in this study such as the results of (Retno et al., 2020), (Zahrani, 2022), (Boramadan & Karatepe, 2021), (Huo et al., 2020), (Ogbeibu et al., 2020), (Mousa & Othman, 2020), as well as from (P. Mishra, 2017), (Bombiak & Marciniuk-Kluska, 2018), (Chandra Das & Singh, 2016), (Darvishmotevali & Altinay, 2022), (Ly, 2023), (Agarwal et al., 2020), (Yusoff et al., 2015). The results of this study provide evidence that there has been research that has been done and there are results so that researchers in this scientific article provide a strengthening of qualitative review literature related to Green Human Resources (GHRM), Development, and implementation related to organizations.

CONCLUSIONS AND RECOMMENDATIONS

The discussion above answers everything presented by researchers in this scientific article, with a qualitative result that exists. The recommendations in this study provide a differentiating variable that is considered a research gap and can be used for other researchers with different objects such as differentiators Green Recruitment & Selection, Green Training, Involment, and Development, Green Performance & Compensation, Green Perfoamnce Management And Appraisal, Green Employee Involment Practices, Top Management, Environmental Oriental, Green Team Creativity and Organizational Sustainability, green culture, green OCB, green Values, Commiment HRM, Environmental Regulation, Green Creativity, Green Team Creativity and Technological Turbulence, sustainability performance, and emerging economy.

ADVANCED RESEARCH

As researchers are aware of the limitations they have and it is hoped that this research is only the beginning of Green Human Resources Management, and for other researchers to continue with the recommendations that have been provided.

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