

Green Human Resource Management and Sustainable Organization Literature: A Mini-Review Approach

**Theresia Marditama, Mohd Yusoff Yusliza, Latifah Abdul Ghani
Jumadil Saputra and Zikri Muhammad**

Faculty of Business, Economics and Social Development

Universiti Malaysia Terengganu

21030 Kuala Nerus, Terengganu, Malaysia

theresiamarditama79@gmail.com, yusliza@umt.edu.my,

jumadil.saputra@umt.edu.my, latifah.ghani@umt.edu.my,

zikri@umt.edu.my

Abdul Talib Bon

Department of Production and Operations

Universiti Tun Hussein Onn Malaysia

86400 Parit Raja, Johor, Malaysia

talibon@gmail.com

Abstract

The twenty-first century has shown a heightened interest in environmental issues, irrespective of related fields, whether political, public, or business. Relevant treaties to tackle climate change have given rise to the recent interest in environmentalism globally. The organisations will need to find ways and strategies to reduce ecological footprints and cope with green workplace issues. Green Human Resource Management (GHRM) has been a core business practice for large companies in which human resources divisions play an active role in greening the workplace. GHRM practices are required for employees at all organisation levels to improve the organisation's environmental performance. The companies have not trained all employees to save energy, reduce waste, and spread environmental awareness to achieve a sustainable organisation. The present paper seeks to understand the green human resource management (HRM) and sustainable organisation literature collected from the various relevant sources. This study designed using a qualitative approach through review literature. Reviews on green and sustainable finance were conducted by reading and analysing 30 peer-reviewed journal articles and summarised in two tables, namely article journal and publisher distribution and article category on the basis of the subject. This study's findings are that GHRM is an expansion of HRM in developing an environmentally friendly business. Human resources (HR) play an essential role in the organisation. So, HR can contribute to complex environmental management activities. Therefore, employees need to be involved in the decision-making process to increase economic activity and environmental damage. Currently, the impact of business on environmental problems is increasingly visible to society, public and private organisations must increasingly focus on finding solutions to environmental issues towards a sustainable future. This study recommends future research emphasised on Micro, Small and Medium Enterprises (MSMEs) in developing countries because MSMEs are the driving force for the country's economy. The economic cycle of developing countries is supported by MSMEs which have a role in contributing to a country's gross domestic product.

Keywords

Green human resource management, sustainability organisation and a mini-review approach

1. Introduction

In the current era, sustainability has become the main concern of stakeholders, including managers in an organisation. In the organisation, the sustainability focuses on sustainability, social responsibility and the importance of human resources with the increase in financial, legal, and other aspects of clean production in business (Amrutha and Geetha, 2020). Also, due to social pressure and increasingly stringent environmental regulations that force organisations to adopt policies and practices that can improve the economic, social and environmental pillars by making the organisation's vision, mission and strategy (Jerónimo et al., 2020). The organisation is one of the factors determining an innovation's success as part of organisational sustainability (Haneda and Ito, 2018). With the integration of innovative sustainable strategies, adopting new ecological techniques of human resources in organisations can be achieved sustainable development (Chams and García-Blandón, 2019).

Environmentally friendly personnel management practices, better known as Green Human Resource Management, are environmentally sound business development from Human Resources Management by involving human resources as the main driving factor in the organisation. Environmental management activities is carried out by implementing GHRM practices, environmentally friendly recruitment, green elections, green training and development, green compensation and awards, green performance evaluation, employee-level performance audits, green employee relations and collective bargaining, and green complaint handling (Siyambalapatiya et al., 2018).

In the fierce competition of attracting its best employees, the organisation focuses on developing human resources superior to its competitors. It is an important role in maintaining value and quality human resources as the responsibility for the organisation's sustainability (Yadav et al., 2019). The companies have not trained all employees to save energy, reduce waste, and spread environmental awareness to achieve a sustainable organisation (Siyambalapatiya et al., 2018). Today's organisations must remain vigilant and adapt to unexpected events such as external crises that can have a direct threat impact on organisational performance and survival (Carnevale and Hatak, 2020). It is necessary to have the ability to revisit the organisation and its strategy dynamically, finding ways of rapidly changing in the external business environment (Ahammad et al., 2020).

Developing countries are less focused on managing their environmental impacts. It is a significant gap that must be addressed in future studies (Mousa and Othman, 2020). MSMEs in developing countries are the driving force for the country's economy, but MSMEs generate most of the environmental impact from commercial activities (Singh et al., 2020). Pham et al. (2019) recommend that GHRM practices provide green organisational learning, green training and development, green performance appraisals and rewards, culture, and green climate. The effect of GHRM practices makes employee behaviour pro-environmental (Saeed et al., 2019). In this regard, this paper will provide an overview of the mini literature on Green Human Resource Management from various sources and the results of summaries and conclusions based on the findings.

2. Methodology

The mini-review on Green Human Resource Management was conducted by reading through and analysing 30 peer-reviewed journal articles. These articles are summarised in the tables below. The first table presents the journal article's information regarding the title, authors, publishers, and the year of publication. The second table represents the contents of the journal articles, including the study's objectives, the findings, and the recommendations.

Table 1. Journal and Publisher Distribution

	Article Name	Author(s)	Journal	Publisher	Year
1	A systematic review on green human resource management: Implications for social sustainability	Amrutha, V. N. Geetha, S. N.	Journal of Cleaner Production	Elsevier	2020
2	Employee adjustment and well-being in the era of COVID-19: Implications for human resource management	Carnevale, Joel B. Hatak, Isabella	Journal of Business Research	Elsevier	2020
3	Green human resource management: A proposed model in the context of Sri Lanka's tourism industry	Siyambalapatiya, Janaka Zhang, Xu Liu, Xiaobing	Journal of Cleaner Production	Elsevier	2018

4	Mapping the human resource focused enablers with sustainability viewpoints in Indian power sector	Yadav, Mohit Kumar, Anil Mangla, Sachin Kumar Luthra, Sunil Bamel, Umesh Garza-Reyes, Jose Arturo	Journal of Cleaner Production	Elsevier	2019
5	Going green and sustainable: The influence of green HR practices on the organisational rationale for sustainability	Jerónimo, Helena Mateus Henriques, Paulo Lopes Lacerda, Teresa Correia de da Silva, Filipa Pires Vieira, Pedro Rino	Journal of Business Research	Elsevier	2020
6	Organisational and human resource management and innovation: Which management practices are linked to product and/or process innovation?	Shoko Hanedaa, Keiko Ito	Research Policy	Elsevier	2018
7	On the importance of sustainable human resource management for the adoption of sustainable development goals	Nour Chamsa, Josep García-Blandón	Resources, Conservation and Recycling	Elsevier	2019
8	The impact of green human resource management practices on sustainable performance in healthcare organisations: a conceptual framework	Sharifa K. Mousa a , Mohammed Othman	Journal of Cleaner Production	Elsevier	2020
9	Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus	Anwar, Nosheen Nik Mahmood, Nik Hasnaa Yusliza, Mohd Yusoff Ramayah, T. Noor Faezah, Juhari Khalid, Waqas	Journal of Cleaner Production	Elsevier	2020
10	Strategic agility and human resource management	Ahammad, Mohammad F. Glaister, Keith W. Gomes, Emanuel	Human Resource Management Review	Elsevier	2020
11	Green innovation and environmental performance: The role of green transformational leadership and green human resource management	Singh, Sanjay Kumar Giudice, Manlio Del Chierici, Roberto Graziano, Domenico	Technological Forecasting and Social Change	Elsevier	2020
12	Structural transformation of manufacturing, natural resource dependence, and carbon emissions reduction: Evidence of a threshold effect from China	Zhi Li, Shuai Shao, Xunpeng Shi, Yongping Sun, Xiaoling Zhang	Journal of Cleaner Production	Elsevier	2019
13	Realisation of green transition based on the anti-driving mechanism: An analysis of environmental regulation from	Malin Song, Xin Zhao, Yuping Shang, Boyang Chen	Science of the Total Environment	Elsevier	2020

	the perspective of resource dependence in China				
14	Resource curse, environmental regulation and transformation of coal-mining cities in China	Qian, Xiangyan Wang, Di Wang, Jia Chen, Sai	Resources Policy	Elsevier	2019
15	Driving patterns of industrial green transformation: A multiple regions case learning from China	Mao, Wenxin Wang, Wenping Sun, Huifang	Science of the Total Environment	Elsevier	2019
16	The impact of Human Resources Information Systems on individual innovation capability in Tunisian companies: The moderating role of affective commitment	Ben Moussa, Nejjib El Arbi, Rakia	European Research on Management and Business Economics	AEDEM	2020
17	Systematic review on environmental innovativeness: A knowledge-based resource view	Pham, Do Dieu Thu Paillé, Pascal Halilem, Norrin	Journal of Cleaner Production	Elsevier	2019
18	The influence of green HRM practices on green service behaviours: the mediating effect of green knowledge sharing	Basher, Rubel Mohammad Rabiul Hung, Kee Daisy Mui Newaz, Rimi Nadia	Employee Relations: The International Journal	Emerald Insight	2021
19	Green human resource management, green organisation identity and organisational citizenship behaviour for the environment: the moderating effect of environmental values	Zonghua, Liu Shiye, Mei Yulang, Guo	Chinese Management Studies	Emerald Insight	2020
20	Green Human Resource Management As A Way To Support Sustainability : A Literature Review	Zuhair Abbas, Muhammad Shoaib, Jana Zlámalová, Roman Zámečník	Digital publishing	www.dokbat.utb.cz.	2020
21	Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience	Bombiak, Edyta Marciniuk-Kluska, Anna	Sustainability (Switzerland)	Mdpi.com	2018
22	Green Human Resource Management and Employee Green Behaviour: An Empirical Analysis	Chaudhary, Richa	Corporate Social Responsibility and Environmental Management	Wiley	2020
23	State-of-the-art Green HRM System: Sustainability in the sports center in Malaysia using	Gholami, Hamed Rezaei, Ghasem	Journal of Cleaner Production	Elsevier	2016

	a multi-methods approach and opportunities for future research	Saman, Muhamad Zameri Mat Sharif, Safian Zakuan, Norhayati			
24	Leadership, creativity, and innovation: A critical review and practical recommendations	Hughes, David J. Lee, Allan Tian, Amy Wei Newman, Alex Legood, Alison	Leadership Quarterly	Elsevier	2018
25	The Era of Environmental Sustainability: Ensuring That Sustainability Stands on Human Resource Management	Iqbal, Qaisar	Global Business Review	SAGE Publications	2020
26	Assessing green human resources management practices in Palestinian manufacturing context: An empirical study	Masri, Hiba A. Jaaron, Ayham A.M.	Journal of Cleaner Production	Elsevier	2017
27	A scientometric review of global research on sustainability and sustainable development	Olawumi, Timothy O. Chan, Daniel W.M.	Journal of Cleaner Production	Elsevier	2018
28	Effects of 'green' training on pro-environmental behaviours and job satisfaction: Evidence from the Italian healthcare sector	Pinzone, Marta Guerci, Marco Lettieri, Emanuele Huisingh, Donald	Journal of Cleaner Production	Elsevier	2019
29	Promoting employee's pro-environmental behaviour through green human resource management practices	Saeed, Bilal Bin Afsar, Bilal Hafeez, Shakir Khan, Imran Tahir, Muhammad Afridi, Muhammad Asim	Corporate Social Responsibility and Environmental Management	Wiley	2019
30	Green human resource management: A systematic literature review from 2007 to 2019	Yong, Jing Yi Yusliza, M. Y. Fawehinmi, Olawole Olanre	Benchmarking	Emerald Insight	2019

Table 1 above captures the summary of the journal and publisher distribution. We have reported 30 peer-review articles published in numerous journals and publishers. Further, the following table is presented to list the article's category based on the subject.

Table 2. Articles' Category Based on the Subject

	Article Name	Objectives	Findings	Recommendations
1	A systematic review on green human resource management: Implications for social sustainability	To investigate the future of green practices in meeting the social sustainability requirements of an organisation	In green human resource management research to uncover the great potential of core green practices that envision social sustainability, which had not been established until recently.	

2	Employee adjustment and well-being in the era of COVID-19: Implications for human resource management	To analyse how GHRM as organisations help their workforce cope with and adjust to their newly altered work environment.	HR systems better prepare them for unexpected events (such as our current crisis), leading to feelings of loneliness and social exclusion.	
3	Green human resource management: A proposed model in the context of Sri Lanka's tourism industry	To analyse how such GHRM practices support improvements in environmental performance.	The governments, businesses, consumers, and scholars face increasing green challenges and opportunities, HRM practices are relatively slow to overcome them.	
4	Mapping the human resource focused enablers with sustainability viewpoints in the Indian power sector	To study sustainability of the human resource focused enablers are playing a significant role in optimising expenses, improving productivity and quality of work	The study findings help the sector to improve the productivity of their workers and establish all the enablers, which can be seen to improve the quality of work-life in the Indian power sector	
5	Going green and sustainable: The influence of green HR practices on the organisational rationale for sustainability	To examine the role of green hiring, green training, and green compensation, along with age and gender, in sustaining the organisational rationale for sustainability	No research has yet explored how environmentally friendly human resource management affects perceptions of how employees perceive their organisational commitment to sustainability	
6	Organisational and human resource management and innovation: Which management practices are linked to product and/or process innovation?	To examine the relationship between organisations and human resource management practices for research and development (RandD) and product/process innovation	RandD human resource management personnel is an important determinant of innovation	

7	On the importance of sustainable human resource management for the adoption of sustainable development goals	To discuss the key roles of SHRM in developing a sustainable work environment and in facilitating the achievement of the SDGs.	Barriers to sustainable implementation are not only at the company level but also international ones Perspective	
8	The impact of green human resource management practices on sustainable performance in healthcare organisations: a conceptual framework	Aims to assess the level implementation of green human resource management practices in Palestinian health care organisations, and their impact on sustainable performance in this important service sector.	Helping managers working in the health care sector to promote green practices to prevent the production of waste, and to facilitate the implementation green culture in their organisation	
9	Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus	To examine the effect of Green Human Resource Management (HRM) practices (green competency development practices, green motivational enhancement practices, and green employee engagement practices) in the organisation civic behaviour towards the environment (OCBE) of academic staff and, in turn, its impact on environmental performance	Higher education institutions have recognised the fact that it is not consider human factors or behaviour in their environment initiative will lead to inefficient environmental performance	Future studies can adopt longitudinal research methods by examining changes in employees' environmental behaviour and citizenship environmental performance.

10	Strategic agility and human resource management	The ability to dynamically rediscover or revisit the organisation and organisational strategy ways are rapidly changing in the external business environment	Formulates six domains of scalable HRM action improvisation and can also inform paradoxically informed HRM practice also discuss the implications of six HRM domains for HRM-based strategic agility, HR paradox, improvisation.	
11	Green innovation and environmental performance: The role of green transformational leadership and green human resource management	To check how green it is Human resource management interacts with the relationship between green, green transformational leadership innovation and environmental performance	Make previous contributions and progress studies in which leadership plays an important role to influence HRM practices and in turn to predict green innovation in organisations	Future research should advance our research framework to include the beliefs and values of employees as environmentalists moderator on the influence of green HRM on green innovation.
12	Structural transformation of manufacturing, natural resource dependence, and carbon emissions reduction: Evidence of a threshold effect from China	To investigate the effect of rationalisation and improvement of manufacturing structures on carbon dioxide emissions in China, from a natural resource dependency perspective	Structural manufacturing development strategy rationalisation and scale-up aimed at reducing emissions depending on the level of dependence on regional resources and industrialisation	Future studies can use urban panel data for empirical analysis.
13	Realisation of green transition based on the anti-driving mechanism: An analysis of environmental regulation from the perspective of resource dependence in China	To examine the influencing environmental regulatory mechanisms regional ecological efficiency from a new perspective of resource dependence, both theoretically and empirically.	Describes the impact mechanism of environmental regulations on regional ecological efficiency and provide decision-making references for the Chinese government to accelerate the green transformation of urban and economic development implement environmental regulations and policies based on regions characteristics.	
14	Resource curse, environmental regulation and transformation of coal-mining cities in China	To analyse the presence of the resource curse and try to analyse what its crowding-out effect is can be weakened by environmental regulations.	In the entire sample period there is a the effect of the resource curse on China's coal mining cities, and the direct effect of environmental regulation on the economy growth presents the "N" curve relationship	

15	Driving patterns of industrial green transformation: A multiple regions case learning from China	focuses on new perspectives on learning and mining the history of the green industry transformation in various regions of China, and three-phase case studies.	The results showed that the structural transformation and efficiency transformations' main driving factor present certain distinctions and clear spatial effects.	Future studies can explore and identify the relationships between various driving factors and industrial transformation to uncover the inner mechanisms of a typical development pattern
16	The impact of Human Resources Information Systems on individual innovation capability in Tunisian companies: The moderating role of affective commitment	To examine the impact of using HRIS in human resources (HR) department individual innovation abilities	The employees' affective commitment moderated the relationship between HRIS use and individual innovation abilities	Future studies can use demographic variables as a moderator in GHRM
17	A systematic review on environmental innovativeness: A knowledge-based resource view	To find their determinant from a knowledge-based resource view	Long-term, environmental-based eco-innovation management beyond EMS certificate, dynamic eco-capacity, green absorption capacity, green adaptive capacity, research and development activities, integration of external knowledge, and collaboration with the right partner's strategic networks based on reciprocal norms.	Future studies can examine the moderating effects of GHRM practice, especially those suggested in our model, including green organisational learning, green training development, appraisal and award of green performance, green culture and climate.
18	The influence of green HRM practices on green service behaviours: the mediating effect of green knowledge sharing	The purpose of this study intends to examine the influence of green human resource management (GHRM) on green service behaviours through the mediating effect of green knowledge sharing based on bank employees' perceptions.	The findings show a significant positive direct influence of GHRM on green in-role, extra-role service behaviour and green knowledge sharing. Green knowledge sharing is also found to have a significant mediating effect between GHRM and green service behaviours.	
19	Green human resource management, green organisation identity and organisational citizenship behaviour for the environment: the moderating effect of environmental values	To investigate the relationship between GRHM, green organisation identity (GOI), environmental values and organisational citizenship behaviours for the environment (OCBEs).	GRHM has a positive impact on OCBEs. GOI mediates the influence of GRHM on the OCBEs, and environmental values moderate the effect of GRHM on organisational identity and OCBEs.	

20	Green Human Resource Management As A Way To Support Sustainability : A Literature Review	To contribute to addressing research gaps in the existing GHRM literature related to how sustainability plays a role in organisations.	This study found that transformational leadership green, green intrinsic motivation, green extrinsic motivation are the least applied practices in the context of greening organisations.	Future studies can focus on GHRM with leadership relationships in environmental policy implementation in the workplace. Subsequent research also explores green intrinsic motivation and green extrinsic motivation as moderating variables
21	Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience	To identify pro-environmental HR practices of young Polish companies and prioritise them according to their effect on company sustainable development.	In order to increase the scope of implementation of the Green HRM Concept in young polish companies, it is necessary to raise awareness and disseminate knowledge about the impact of Green HRM on sustainable development in organisations.	
22	Green Human Resource Management and Employee Green Behaviour: An Empirical Analysis	To examine GHRM practices' impact on employees 'green performance behaviour (duty-related and voluntary) by identifying the organisation as a mediator and employees' personal environmental values and gender as moderator.	GHRM has significantly predict employee environmental friendly behaviour related to duty and volunteering. Organisational identification significantly mediates these effects, whereas gender and environmental values fail to moderate the relationship between GHRM and green employee behaviour.	Future studies can replicate this research on various individuals from various industrial, organisational, and cultural settings.
23	State-of-the-art Green HRM System: Sustainability in the sports centre in Malaysia using a multi-methods approach and opportunities for future research	Sustainable creation of a future through the development of sports with sustainability at the centre of the sport because of its intellectual uniqueness a contributor to a sustainable social transition.	These findings highlight the important role of a Green HRM System in encouraging the adoption of a cleaner sustainability strategy within the organisation, which can positively lead to both employee well-being and improve long-term organisational performance.	Future can connect between Green HRM Systems and sustainability strategies

24	Leadership, creativity, and innovation: A critical review and practical recommendations	To present a number of taxonomies that govern extant research, highlight areas that have not been studied, and serve as a guide for future variable selection.	Leadership, creativity, and research innovation are active and growing areas of research that have produced many interesting and intriguing findings	Further study can build a more precise understanding of which leaders' behaviours matter most and identify the mechanisms through which these leaders' behaviours influence them.
25	The Era of Environmental Sustainability: Ensuring That Sustainability Stands on Human Resource Management	To affirm the significant moderation of the role of green human resource management (GHRM) on the scale of green employee behaviour (EGB) and environmental sustainability	A fundamental factor of this enthusiasm is that people expect managers to utilise resources wisely and responsibly and minimise the use of air, water, minerals and other materials in the final product	Future studies can explain the role of GHRM activities in enhancing and perhaps even promoting environmental management initiatives.
26	Assessing green human resources management practices in Palestinian manufacturing context: An empirical study	To present an empirical assessment and measurement of the impact of GHRM practices in manufacturing organisations on EP in the Palestinian context	The practices identified were green recruitment and selection, green training and development, green performance management and appraisal, green rewards and compensation, green employee empowerment and participation, and green organisational culture management	Future studies can assess the use of these GHRM practices on an organisation's overall performance in terms of financial returns.
27	A scientometric review of global research on sustainability and sustainable development	For the purposes of the study, five scientometric techniques will be used as discussed in Part 2 which will be used to (i) track the evolution of the field of sustainability research, (ii) identify key researchers and institutions	Trends that appear in sustainability research are sustainable urban development, sustainability indicators, water management, environmental assessment, public policy, etc	Future research may centre on applying sustainability knowledge in waste management, carbon footprint reduction, campus sustainability, green environment as well as developing country-specific sustainability evaluation indexes
28	Effects of 'green' training on pro-environmental behaviours and job satisfaction: Evidence from the Italian healthcare sector	To explore its effect on green human resource management's environmental performance, where green training (e.g. interventions aimed	Type of training - eco-friendly training makes employees more satisfied with their jobs	

		at developing environmental-related competencies) was generated as a key practice.		
29	Promoting employee's proenvironmental behaviour through green human resource management practices	To examine the effects of green HRM practices (green recruitment and selection, green training and development, green performance management and appraisal, green rewards and compensation, and green empowerment) on employee pro-environmental behaviour.	Pro-environmental behaviour is not formally assessed and rewarded. This behaviour is principally influenced by individual perceptions of the organisation's green climate resulting from adoption, rather than being directly influenced by, green HRM practices.	Future research should consider other mediators (e.g., green commitment, job satisfaction, and green lifestyle) and moderators (e.g., environmental awareness and green self-efficacy) to better explain the effects of green HRM practice pro-environmental behaviour.
30	Green human resource management: A systematic literature review from 2007 to 2019	To review the Green HRM literature from various scopes, approaches and contexts; to identify different focus areas in the Green HRM literature, and to propose areas for future research	70 articles were analysed and classified into five focus areas	Future studies may also look at the use of different methodologies for studies, in particular mixed methodology. Mixed methods provide strengths that make up for the drawbacks of using either method of research

3. Results and Discussion

With the review literature above, this study identified that the organisations worldwide have now shifted from exploiting the resources to environmentally friendly activities (Iqbal, 2020). The issue of sustainability not only focus on natural resources activities but also touching on human resources. Green Human Resource Management (GHRM) refers to human resource use to strengthen sustainable environmental practice activities and increase employee behavioural commitment to environmental issues. Masri and Jaaron, 2017 stated that top management plays a major role in encouraging employees to engage in environmental initiatives. They added that leadership in organisations is the main key to increasing creativity, employee innovation, and team building. So, it drives progress and allows organisations to maintain a competitive advantage (Hughes et al., 2018).

Gholami et al. (2016) stated that GHRM is an important system in encouraging implementing a cleaner sustainability strategy in the organisation. They also said that GHRM has positively lead to increased employee welfare and improve long-term organisational performance. For implementing the broader scope of implementing the GHRM concept in companies, it is necessary to increase awareness and disseminate knowledge related to GHRM (Bombiak and Marciniuk-Kluska, 2018). Also, Pinzone et al. (2019) stated that green training challenges employees and motivates them to engage in green-oriented policies.

For organisations, improving environmentally friendly service behaviour among employees is important. It is not an "automatic" process, but green knowledge sharing needs to be carried out (Basher et al., 2021). A study by Zonghua et al. (2020) indicated that GHRM positively impacts organisational citizen behaviour for the environment and green organisation identity plays a vital role in realising environmental goals and gaining competitive organisational advantages. Therefore, previous studies explain how HRM can contribute effectively to environmental management and assist policymakers in designing policies to encourage GHRM practices in organisations (Chaudhary, 2020). Environmental policymakers agree with the fact that reasons for environmental damage such as resource deficits, increased pollution and loss of biodiversity are rooted in human behaviour (Anwar et al., 2020). The

driving pattern provides additional insights for policymakers in guiding various regions to adapt and optimise their green transformation by developing each region's regional advantages (Mao et al., 2019). Greenhouse gas emissions can pose serious problems and are a serious threat to human survival and sustainable development for society and the economy. Therefore, reducing and controlling carbon dioxide emissions and developing a low-carbon economy is a serious concern from the international community (Li et al., 2019). Ben Moussa and El Arbi, (2020), using the Human Resource Information System in HR staff can improve individual innovation behaviour. More employees who are involved have a positive effect on the organisation. Business activities that are highly competitive in the global economy still have to be efficient, effective, and provide value and are part of the environment's responsibility (Yong et al., 2019).

4. Conclusion

Green Human Resource Management is an environmentally sound business development involving human resources as the organisation's main driving factor. The important role of the GHRM system is to improve employee welfare in long-term organisational performance. GHRM is an expansion of HRM in developing an environmentally friendly business. Human resources (HR) play an essential role in the organisation. So, HR can contribute to complex environmental management activities. Therefore, employees need to be involved in the decision-making process to increase economic activity and environmental damage. Currently, the impact of business on environmental problems is increasingly visible to society, public and private organisations must increasingly focus on finding solutions to environmental issues towards a sustainable future. This study recommends future research emphasised on Micro, Small and Medium Enterprises (MSMEs) in developing countries because MSMEs are the driving force for the country's economy. The economic cycle of developing countries supported by MSMEs has a role in contributing to a country's gross domestic product.

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Biographies

Theresia Marditama is a PhD student from the Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Malaysia. She is also a lecturer at Universiti Kebangsaan, Bandung, Indonesia. She started her career as an employee at a major book publishing company in Indonesia for ten years. Then become an entrepreneur under the guidance of KADIN (West Java Chamber of Commerce and Industry). She has 20 years of experience as an employee and entrepreneur wants him to share her academic experiences with her students. That was her motivation to become a lecturer. She has published 2 books entitled Knowledge Management and Women Empowerment. Her concentrations are Business Management, Marketing Management and Human Resource Management.

Mohd Yusoff Yusliza graduated with a B.B.A in human resource management from Universiti Putra Malaysia in 1999, before pursuing an MBA at Universiti Sains Malaysia in 2005, and finally obtaining her PhD in administrative science from Universiti Teknologi MARA in 2009. From 2009 to 2016, she was a lecturer at the Graduate School of Business in Universiti Sains Malaysia. In 2016, she became an associate professor at the Faculty of Business, Economics and Social Development of Universiti Malaysia Terengganu. She is the author of more than 100 articles, with a H-index of 9 in both Scopus and Web of Science. Her research interests include organisational and behavioural studies, human resource management (HRM), green HRM, international HRM (international students' adjustment), electronic HRM, line managers' involvement in HRM, empowerment, and human resource roles and competencies.

Jumadil Saputra is a PhD holder and works as a senior lecturer in the Department of Economics, Faculty of Business, Economics, and Social Development, Universiti Malaysia Terengganu, Malaysia. He has published 125 articles Scopus/ WoS indexed. As a lecturer, he has invited as a speaker in numerous universities, the examiner (internal and external), the reviewer for article journal and proceeding, the conference committee, journal editorial board, and others. He is a professional member of the International Business Information Management Association (IBIMA), Ocean Expert: A Directory of Marine and Freshwater Professional, and Academy for Global Business Advancement (AGBA). His research areas are Quantitative Economics (Microeconomics, Macroeconomics, and Economic Development), Econometrics (Theory, Analysis, and Applied), Islamic Banking and Finance, Risk and Insurance, Takaful, i.e., financial economics (Islamic), mathematics and modelling of finance (Actuarial). His full profile can be accessed from <https://jumadilsaputra.wordpress.com/home-2/>.

Zikri Muhammad was born in Terengganu, Malaysia. He received the Bachelor's degree in business administration from Universiti Putra Malaysia in 1999, the M.A. degree from Universiti Sains Malaysia, and the Ph.D. degree in geography from Universiti Kebangsaan Malaysia. From 2012 to 2016, is a Senior Lecturer with the School of Humanities, Universiti Sains Malaysia for five years. He is currently a Senior Lecturer with the Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu. His research interests include urban geography, sustainable development, quality of life, and local government.

Abdul Talib Bon is a professor of Production and Operations Management in the Faculty of Technology Management and Business at the Universiti Tun Hussein Onn Malaysia since 1999. He has a PhD in Computer Science, which he obtained from the Universite de La Rochelle, France in the year 2008. His doctoral thesis was on topic Process Quality Improvement on Beltline Moulding Manufacturing. He studied Business Administration in the Universiti Kebangsaan Malaysia for which he was awarded the MBA in the year 1998. He's Bachelor degree and diploma in Mechanical Engineering which his obtained from the Universiti Teknologi Malaysia. He received his postgraduate certificate in

Mechatronics and Robotics from Carlisle, United Kingdom in 1997. He had published more 150 International Proceedings and International Journals and 8 books. He is a member of MSORSM, IIF, IEOM, IIE, INFORMS, TAM and MIM.