

**Green HRM: Strategies for Sustainable Business Practices and Employee Engagement**

**Green HRM: Strategi Praktik Bisnis Berkelanjutan dan Keterlibatan Karyawan**

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**ABSTRACT**

This research investigates the relationship between the implementation of Sustainable Human Resource Management (Green HRM) practices, employee engagement, and organizational performance in the context of environmental sustainability. Through this study, we identified factors influencing the implementation of Green HRM, including the use of renewable energy, environmentally friendly employee selection policies, training on sustainable practices, and reducing the use of paper and plastic in the workplace. We find that the implementation of Green HRM practices contributes positively to employee engagement, which in turn improves organizational performance. Employee engagement plays a significant mediating role in linking Green HRM practices with organizational performance. The managerial implication of this research is the importance of designing Green HRM strategies that strengthen employee involvement and ensure alignment with organizational goals to improve overall performance. This research makes an important contribution to our understanding of the relationship between Green HRM, employee engagement, and organizational performance in the context of sustainability.

**Keywords:** Green HRM, employee involvement, organizational performance, environmental sustainability, human resource management

**ABSTRAK**

Penelitian ini menginvestigasi hubungan antara implementasi praktik Manajemen Sumber Daya Manusia Berkelanjutan (Green HRM), keterlibatan karyawan, dan kinerja organisasi dalam konteks keberlanjutan lingkungan. Melalui studi ini, kami mengidentifikasi faktor-faktor yang mempengaruhi implementasi Green HRM, termasuk penggunaan energi terbarukan, kebijakan seleksi karyawan yang ramah lingkungan, pelatihan tentang praktik berkelanjutan, dan pengurangan penggunaan kertas dan plastik di tempat kerja. Kami menemukan bahwa implementasi praktik Green HRM berkontribusi positif pada keterlibatan karyawan, yang pada gilirannya meningkatkan kinerja organisasi. Keterlibatan karyawan memainkan peran mediasi yang signifikan dalam menghubungkan praktik Green HRM dengan kinerja organisasi. Implikasi manajerial dari penelitian ini adalah pentingnya merancang strategi Green HRM yang memperkuat keterlibatan karyawan dan memastikan keselarasan dengan tujuan organisasi untuk meningkatkan kinerja secara keseluruhan. Penelitian ini memberikan kontribusi penting bagi pemahaman kita tentang hubungan antara Green HRM, keterlibatan karyawan, dan kinerja organisasi dalam konteks keberlanjutan.

**Kata Kunci:** Green HRM, keterlibatan karyawan, kinerja organisasi, keberlanjutan lingkungan, manajemen sumber daya manusia

**Introduction**

Sustainable Human Resource Management or better known as Green HRM has become a major focus for organizations committed to environmentally responsible business practices. The Green HRM concept includes various strategies and policies aimed at integrating environmental sustainability into human resource management functions. This includes aspects such as reducing carbon footprint, waste management, energy efficiency and increasing environmental awareness among employees (Roscoe, et al. 2019; Masri, et al. 2017)

The importance of Green HRM lies not only in its impact on the environment, but also in increasing employee social involvement and responsibility. When employees feel involved in a company's sustainability initiatives, they tend to be more emotionally engaged and productive towards organizational goals. Therefore, understanding the concept of Green HRM and integrating it into human resource management practices is a key step for organizations that want to achieve long-term success in the era of sustainable business (Roscoe, et al. 2019; Zhang, et al. 2019; Sabokro, et al. 2021).

This review aims to investigate the role and impact of Green HRM implementation in achieving environmental sustainability and increasing employee engagement. By identifying the relationship between Green HRM, sustainability, and employee engagement, we can gain a deeper understanding of how sustainable human resource management practices can add value to the organization as a whole.

Through a comprehensive analysis of relevant literature and empirical studies, this review will identify effective Green HRM policies and strategies, as well as outline the challenges and obstacles that may be faced in implementing them. Additionally, this review will also explore effective implementation strategies of Green HRM practices and provide insights into future research directions in this domain.

In this modern era, organizations are increasingly realizing the importance of adopting sustainable business practices to protect the environment and meet society's increasing demands for corporate social responsibility. However, the implementation of sustainable business practices does not solely depend on environmental policies, but is also greatly influenced by effective human resource management (Bocken, et al. 2014; Abbas, et al. 2019).

This is where Green HRM plays a key role. Green HRM is a strategic approach to human resource management that integrates environmental sustainability principles into human resource management policies, procedures and practices. However, even though there is an understanding of the importance of Green HRM, its implementation is still faced with various obstacles and challenges.

One of the problematic phenomena that arises is the gap between awareness of the importance of environmental sustainability and the level of integration of Green HRM in human resource management practices in organizations. Although many organizations declare their commitment to environmental sustainability, often a lack of coordination between environmental and HRM departments results in ineffective or even non-existent implementation of Green HRM.

In addition, there are also challenges in building employee awareness and involvement in sustainability initiatives. Although Green HRM aims to encourage employee participation in sustainable business practices, there is often resistance or lack of understanding from employees about their role in protecting the environment and the positive impact they can have through their contributions.

Organizations can adopt various green Human Resource Management (HRM) practices to promote sustainability and employee engagement. These include implementing tech-enabled sustainable HR strategies, such as digital recruitment tools and electronic documentation to reduce paper usage, as well as promoting telecommuting and remote work. Furthermore, fostering collaboration between top management and employees can drive a culture of sustainability, empowering staff members. Integrating sustainable practices into HR processes, including recruitment, training, and engagement, is also crucial. Additionally, conducting studies to evaluate the impact of these green HRM practices on organizational sustainability and employee retention, especially in SMEs, can provide valuable insights. Embracing these practices can enable organizations to adopt environmentally sustainable HRM strategies, thereby contributing to sustainable development and enhancing employee satisfaction.

Therefore, this problematic phenomenon highlights the need for a comprehensive review of Green HRM practices, their impact on environmental sustainability, and the role of employees in implementing them. This review will not only provide insight into the challenges faced in adopting Green HRM, but will also offer solutions and recommendations for overcoming these barriers to achieve more sustainable and competitive business practices.

The contribution of this research is conducting research using an interdisciplinary approach which combines human resource management approaches with environmental and sustainability science to produce a more holistic understanding of Green HRM and its impact on environmental sustainability and employee engagement.

### **Research Methods**

This research uses a systematic literature review approach to investigate the relationship between Green HRM, environmental sustainability, and employee engagement. Detailed and systematic methodological steps are used to identify, evaluate and synthesize relevant literature in this domain.

First, a clear research protocol was designed to establish specific inclusion and exclusion criteria for the articles to be included in this review. These criteria include publication period, type of publication, and relevance to the research topic. This research focuses on peer-reviewed journal articles published within a certain time period.

To obtain comprehensive reference sources, searches were conducted in various reputable academic databases, including (but not limited to) PubMed, Scopus, Web of Science, and Emerald Insight. Searches were carried out using a combination of relevant keywords, such as "Green HRM", "sustainable HRM", "employee engagement", "environmental sustainability", and other keyword variations.

After conducting the search, relevant articles were assessed to meet the predetermined inclusion criteria. This step involves reading the title, abstract, and full text of the article to determine its appropriateness and relevance to the research topic. Articles that met the inclusion criteria were then selected for further analysis.

Each selected article is then thoroughly evaluated to extract relevant information related to the concept of Green HRM, environmental sustainability, and employee engagement. The extracted information includes main findings, research methodology, case examples, as well as recommendations provided by researchers.

Findings from the analyzed articles were then synthesized to identify patterns, trends, general conclusions, and potential contributions to the literature on Green HRM. This synthesis also aims to identify gaps in existing research and provide recommendations for future research in this domain.

By using this comprehensive and structured systematic literature review approach, it is hoped that this research can provide a valuable contribution to our understanding of the relationship between Green HRM, environmental sustainability, and employee engagement, as well as provide insight into future research directions in this area.

### **Results and Discussions**

#### **Basic Concepts of Green HRM**

##### **1. Definition of Green HRM and its evolution as a human resource management approach**

Green Human Resource Management (GHRM) is a strategic approach that integrates environmental considerations into various HRM practices. Initially defined as the proactive and positive management of environmental concerns within HRM systems (Shafaei & Nejati, 2023), GHRM has evolved to encompass the hiring, training, rewarding, and development of a workforce that values and practices environmentally friendly initiatives (Karmoker et al., 2021).

This evolution has been driven by organizations' increasing engagement in environmental protection practices and the maintenance of ecological balance (Saeed et al., 2018).

The concept of GHRM has gained prominence as a critical branch of HRM, contributing significantly to environmental sustainability efforts (Hewapathirana et al., 2020). It is considered an intersection between HRM practices and environmental management, aiming to achieve environmental sustainability (Sathasivam et al., 2021). The literature on GHRM emphasizes its role in promoting pro-environmental behaviors among employees (Sathasivam et al., 2020), which aligns with the broader goal of organizational greening and reducing carbon footprints for enhanced sustainability (Stankevičiūtė & Savanevičienė, 2018).

Furthermore, GHRM is closely related to sustainable HRM, which focuses on long-term human resource development, regeneration, and renewal (Jamal et al., 2021). The implementation of GHRM practices is essential for achieving corporate sustainability goals (Jerónimo et al., 2020), as it influences employees' attitudes and behaviors towards the environment (Shafiq et al., 2023). By fostering a green business culture and encouraging green creativity, GHRM aims to reduce the environmental impact of employees' actions.

In conclusion, GHRM has evolved from addressing environmental concerns within HRM systems to becoming a strategic approach that integrates environmental sustainability into various HRM practices. Its role in promoting environmental awareness, pro-environmental behaviors, and organizational greening underscores its significance in driving sustainability efforts within organizations.

## **2. Goals and main principles of Green HRM in the context of sustainability**

Green Human Resource Management (Green HRM) is a strategic approach that integrates environmental sustainability goals into human resource management practices within organizations. The main principles of Green HRM involve motivating employees to engage in environmentally friendly behaviors, promoting sustainable resource use, preventing harm from environmental concerns, and enhancing environmental performance (Saeed et al., 2018). Green HRM aims to increase the effectiveness of environmental performance by involving employees in environmental sustainability efforts and fostering a commitment to environmental goals (DIN, 2023). It encompasses various practices such as green recruitment, green training, green performance management, and green compensation to align with environmental system requirements and organizational environmental strategic objectives (Obeidat et al., 2022).

Furthermore, Green HRM is linked to promoting pro-environmental behaviors, improving social and economic well-being, and raising awareness about environmental concerns (Miao et al., 2023). It focuses on enhancing company image, maximizing resource utilization, reducing waste, stimulating growth and innovation, and supporting work-life balance to drive environmental sustainability (Miao et al., 2023). Studies have shown that incorporating Green HRM practices can lead to improved employee commitment, which in turn contributes to better sustainable firm performance (DIN, 2023). Green HRM is also associated with promoting green intellectual capital and enhancing sustainability across economic, environmental, and social dimensions (Yong et al., 2022).

In summary, Green HRM plays a crucial role in fostering environmental sustainability within organizations by aligning HRM practices with environmental objectives, promoting pro-environmental behaviors among employees, and integrating sustainability principles into all aspects of human resource management (Khan et al., 2021). By implementing Green HRM practices, organizations can contribute to sustainable development, achieve environmental goals, and enhance overall performance while ensuring the responsible use of resources and promoting a culture of environmental consciousness among employees.

### **Employee Involvement in Implementing Green HRM Practices**

### **1. Increasing environmental awareness and social responsibility of employees through Green HRM**

To promote environmental awareness and social responsibility among employees, implementing Green Human Resource Management (HRM) practices is essential. Green HRM practices aim to cultivate a culture of environmental consciousness within organizations, encouraging employees to adopt pro-environmental behaviors both at work and in their personal lives (Saeed et al., 2018). These practices not only enhance environmental awareness but also contribute to the economic and social well-being of both the organization and its staff (Ali et al., 2021).

Research has shown that Green HRM can have a positive impact on employees' attitudes and behaviors towards the environment. By utilizing Green HRM, organizations can improve employees' collective attitudes and behaviors towards environmental sustainability (Pinzone et al., 2016). Green HRM practices are specifically designed to motivate employees to participate in environmentally sensitive and socially responsible behaviors, ultimately leading to a more sustainable organization (Li et al., 2023).

Furthermore, Green HRM has been found to enhance employees' psychological green climate, which subsequently increases their commitment to environmental initiatives and results in greener behaviors in the workplace (Jnaneswar, 2023). Through the promotion of environmental ideologies and standards, Green HRM can inspire employees to actively engage in environmental management efforts, thereby contributing to overall sustainability goals (Yong et al., 2022).

Studies have also demonstrated that Green HRM practices can boost employee engagement with environmental initiatives, acting as a psychological mechanism that clarifies the link between Green HRM practices and employees' green behaviors (Ababneh, 2021). Additionally, Green HRM can strengthen employees' environmental commitment, with transformational leadership playing a role in enhancing this relationship (Iftikhar et al., 2021).

In conclusion, Green HRM practices are crucial for fostering environmental awareness and social responsibility among employees. By implementing Green HRM strategies, organizations can instill a culture of environmental consciousness, promote pro-environmental behaviors, and support overall sustainability efforts.

### **2. Employee participation in sustainable initiatives and their role in implementing Green HRM practices**

Employee participation in sustainable initiatives is crucial for implementing Green Human Resource Management (HRM) practices. Green HRM practices aim to cultivate environmental awareness among employees and align their behaviors with sustainability initiatives (Saeed et al., 2018). These practices empower employees to partake in proenvironmental behaviors, which in turn contribute to organizational citizenship behavior towards the environment (Hameed et al., 2020). By involving employees in eco-friendly activities and promoting green behaviors, Green HRM practices enhance environmental performance within organizations (Gilal et al., 2019).

Research indicates that the adoption of Green HRM practices by firms signifies a strong commitment to corporate social responsibility and environmental values, positively influencing employee attitudes and behaviors ("Retraction Notice", 2022). Employee involvement in decision-making processes has been associated with increased levels of corporate social and environmental sustainability, underscoring the significance of engaging employees in sustainability initiatives (Farooq et al., 2019). Moreover, the implementation of Green HRM practices has been linked to organizational sustainability, improved competencies, reduced costs, and enhanced employee engagement (Jam & Jamal, 2020).

In summary, employee participation in sustainable initiatives is vital for the successful implementation of Green HRM practices. By engaging employees in proenvironmental

behaviors and empowering them through Green HRM initiatives, organizations can drive sustainable practices, enhance environmental performance, and contribute to long-term organizational sustainability.

### **3. The relationship between employee involvement in Green HRM practices and organizational performance**

Employee involvement in Green HRM practices has been shown to have a significant impact on organizational performance. Studies have indicated that employee green behavior mediates a positive relationship between Green HRM practices and organizational social sustainability ("Green HRM pursuit of social sustainability in the hotels: AMO theoretical perspective", 2022). Additionally, employee commitment plays a mediating role in the relationship between Green HRM practices and sustainable firm performance (DIN, 2023). Furthermore, the research has demonstrated that a green lifestyle positively mediates the relationship between Green HRM practices and green organizational citizenship behavior (Meng et al., 2022).

Moreover, the literature suggests that Green HRM practices promote green organizational culture and stimulate environment-oriented employee behavior, ultimately enhancing environmental performance for sustainable development (Roscoe et al., 2019). It has also been found that Green HRM practices result in greater efficiencies, lower costs, and create a better employee relationship, which in turn helps organizations operate in an environmentally friendly manner (Saeed et al., 2018).

In conclusion, the synthesis of these references highlights the positive impact of employee involvement in Green HRM practices on organizational performance. By fostering green behavior, promoting sustainability, and enhancing organizational citizenship behavior, Green HRM practices contribute to improved environmental performance and overall organizational success.

## **Strategy for Effective Implementation of Green HRM Practices**

### **1. Selection, training and development policies that support an environmentally friendly organizational culture**

To effectively implement Green Human Resource Management (GHRM) practices, organizations can focus on policies related to selection, training, and development that support an environmentally friendly organizational culture. Renwick et al. (2008) emphasize that distinguished policies in recruitment, performance appraisal, training and development, employee relations, and reward systems are crucial tools for aligning employees with the company's environmental strategy, highlighting the significant contribution of green HRM to successful environmental management.

Moreover, Esen and Çalişkan (2019) suggest that integrating green practices into human resources policies such as recruitment, selection, training, development, and performance evaluation can enhance the environmental performance of organizations. This aligns with the findings of (Jackson et al., 2011), who identified environmental training and education, along with fostering a culture where employees feel accountable for environmental outcomes, as key HRM practices for achieving environmental goals.

Furthermore, Usman et al. (2022) recommend that HR departments implement formal policies like recruiting managers with environmental knowledge, including green performance indicators in reviews, and investing in green training to enhance organizations' environmental contributions. Green training, as highlighted by (Yadav, 2023), can cultivate an environmentally

friendly attitude among employees, contributing to improved organizational sustainable performance.

In conclusion, by incorporating green HRM practices into selection, training, and development policies, organizations can foster an environmentally friendly culture, enhance employee engagement in eco-initiatives, and ultimately improve their environmental performance.

## **2. Effective use of internal and external communications in promoting Green HRM practices to employees and other stakeholders**

To effectively implement Green HRM practices and promote environmental consciousness among employees and stakeholders through internal and external communications, several key strategies can be derived from relevant research. Green HRM practices have been shown to facilitate green/environmental consciousness among employees, refine their behaviors, and develop pro-environmental attitudes in both personal and work lives (Saeed et al., 2018). Empirical findings suggest that green employee empowerment and the role of HR business partners are crucial in ensuring the successful implementation of green HRM practices (Yusliza et al., 2017). Additionally, the implementation of green HRM aims to promote green organizational culture, enhance employee behaviors related to the environment, and implement sustainable green strategies within organizations (Gilal et al., 2019; Li et al., 2023).

Furthermore, green HRM practices play a vital role in modifying existing policies effectively, developing green organizational citizenship behavior, and increasing environmental concerns to improve green outcomes (Meng et al., 2022; Obeidat et al., 2022). Organizations can leverage green HRM practices to implement green initiatives, improve organizational green performance, and enhance their external image positively ("Retraction Notice", 2022; Aldoghan et al., 2022). Training and development have been identified as effective Green HRM practices to influence pro-environmental attitudes and behaviors among employees, aiding in the effective implementation of environmental management practices (Portocarrero et al., 2021).

Moreover, the transformational leadership style can moderate the relationship between green HRM practices and employee environmental commitment, further emphasizing the importance of leadership in driving environmental initiatives within organizations (Iftikhar et al., 2021). Leveraging corporate social responsibility strategies alongside green HRM practices can lead to organizational environmental benefits by involving employees, the environment, and society (Wen et al., 2021). The effective implementation of green HRM practices can promote positive consequences within organizations and among employees, ultimately contributing to environmental sustainability and resource conservation (Cesário et al., 2022).

In conclusion, by integrating green HRM practices, organizations can effectively communicate and promote environmental consciousness among employees and stakeholders, leading to improved environmental performance, green organizational culture, and sustainable practices.

## **3. The role of management in facilitating organizational culture change towards Green HRM practices**

Implementing Green HRM practices involves a strategic approach by management to drive organizational culture change towards sustainability. Green HRM practices are crucial for organizations aiming to enhance their green initiatives, improve green performance, and positively impact their external image ("Retraction Notice", 2022). These practices not only promote environmental performance but also foster a green organizational culture and encourage environmentally friendly behaviors among employees (Gilal et al., 2019). Critical

drivers for successful Green HRM implementation include enhancing company image, maximizing resource utilization, waste reduction, fostering growth and innovation, top management support, and promoting work-life balance (Miao et al., 2023).

Organizations can link Green HRM practices with overall sustainability efforts by incorporating green recruitment, selection, training, development, and learning programs (Dubey & Gupta, 2018). The implementation of Green HRM leads to the creation of an environmentally friendly organizational culture, increased resource efficiency, positive corporate image, and improved economic and eco-performance (Suharti & Sugiarto, 2020). Successful adoption of Green HRM strategies may rely on employees' organizational citizenship behavior towards the environment, emphasizing the importance of employee engagement in sustainability initiatives (Khalid et al., 2021).

Moreover, Green HRM practices play a significant role in facilitating employees' engagement in environmental protection through voluntary actions, contributing to organizational sustainability (Pinzone et al., 2016). Proenvironmental HRM practices, such as hiring, training, appraisal, and incentivization, signal an organization's commitment to environmental protection, influencing employees' perceptions and behaviors towards environmental conservation (Saeed et al., 2018). The integration of Green HRM practices with organizational culture and leadership can enhance a firm's environmental performance and support sustainable development (Roscoe et al., 2019).

In conclusion, the effective implementation of Green HRM practices requires management to drive organizational culture change towards sustainability, aligning human resource strategies with environmental goals. By fostering a green organizational culture, promoting employee engagement in environmental initiatives, and integrating Green HRM with leadership practices, organizations can enhance their environmental performance and contribute to sustainable development.

### **Challenges and Obstacles in Implementing Green HRM**

#### **1. Technical, financial and organizational barriers in implementing Green HRM practices**

Implementing Green Human Resource Management (HRM) practices encounters various challenges, including technical, financial, and organizational barriers. These challenges are crucial for HR professionals to address as they aim to integrate environmental sustainability into human resource policies. Studies have emphasized the importance of promoting pro-environmental behavior among employees through Green HRM practices to cultivate a green organizational culture and enhance environmentally friendly behaviors (Saeed et al., 2018; Gilal et al., 2019). Green HRM is considered a strategy to achieve financial, social, and ecological goals in the long term, underscoring the significance of green strategies and practices in organizations (Obeidat et al., 2022).

Nevertheless, the implementation of Green HRM is not devoid of challenges. Identified obstacles include a lack of knowledge, inadequate rules and support, high costs, and employee turnover, which impede the effective application of Green HRM practices within enterprises (Tsybaliuk et al., 2021). Barriers such as the complexity of green technology adoption, lack of organizational support, employee resistance, and insufficient cultural knowledge further hinder the successful implementation of Green HRM (Miao et al., 2023). Despite these challenges, employees' intrinsic motivation influenced by green values embedded in organizational practices like Green HRM can drive positive environmental behaviors (Fawehinmi et al., 2020).

Furthermore, the role of leadership in promoting Green HRM practices and the mechanisms linking administration, Green HRM, and employees' green behavior necessitate further exploration (Islam et al., 2020). Research has indicated that the successful implementation of Green HRM practices can lead to benefits such as fostering an environmentally friendly organizational culture, enhancing resource efficiency, improving corporate image, and boosting economic and ecological performance (Suharti & Sugiarto,



2020). Additionally, the indirect positive impact of Green HRM practices on corporate social responsibility in small and medium enterprises highlights the broader implications of Green HRM beyond the organizational level (Wen et al., 2021).

In conclusion, while Green HRM shows potential for fostering environmental sustainability within organizations, addressing the identified challenges and barriers is imperative for successful implementation. Overcoming technical, financial, and organizational obstacles through effective leadership, employee empowerment, and a supportive organizational culture can pave the way for realizing the full potential of Green HRM in promoting sustainable practices and behaviors.

## **2. Differences in perception and level of awareness between management and employees are related to the importance of Green HRM**

Green Human Resource Management (HRM) practices are essential in fostering pro-environmental behavior among employees (Saeed et al., 2018). The perception of green HRM differs between management and employees, with management emphasizing economic well-being and sustainability, while employees may prioritize work-life balance and environmental concerns (Saeed et al., 2018). Studies have identified barriers to the implementation of green HRM practices, including technical, financial, and organizational challenges such as difficulties in adopting green technologies, lack of organizational support, employee resistance, and inadequate knowledge and culture within the organization (Miao et al., 2023).

Research has shown that employees' perception of green HRM influences their green behaviors at work through cognitive and affective processes (Chen et al., 2021). Additionally, the relationship between green HRM practices and employee green behavior is influenced by factors like spiritual leadership (Li et al., 2023). Employee commitment has been recognized as a crucial factor that mediates the connection between green HRM practices and organizational success (DIN, 2023).

Various studies have underscored the significance of green HRM in improving environmental performance and sustainable development (Roscoe et al., 2019). Green HRM practices contribute to establishing an environmentally friendly organizational culture, enhancing resource efficiency, building a positive corporate image, and improving economic and ecological performance (Suharti & Sugiarto, 2020). Moreover, integrating green HRM with concepts like the circular economy can boost sustainable performance, especially in sectors such as services (Obeidat et al., 2022).

In conclusion, the differences in perception and awareness of green HRM between management and employees highlight the importance of aligning organizational objectives with employee values and fostering a culture of environmental responsibility. Overcoming barriers to implementing green HRM practices is crucial for organizations to attain sustainability goals and enhance environmental performance.

## **3. How to overcome these challenges and strategies that can be adopted by organizations**

Implementing Green Human Resource Management (Green HRM) practices can pose various challenges for organizations. One key challenge highlighted in the literature is the lack of knowledge and awareness among employees regarding environmentally friendly behaviors despite the implementation of Green HRM practices (Fawehinmi et al., 2020). This gap in knowledge can hinder the successful execution of green initiatives within the organization. To address this challenge, organizations can focus on providing comprehensive training and education programs to enhance employees' understanding of green practices and their importance (Sheikh & Tjprc, 2019).

Another obstacle in implementing Green HRM is the need to align human resource activities with environmental management, requiring a shift in organizational focus towards a green strategy (Jnaneswar, 2023). Organizations can overcome this challenge by integrating green objectives into their overall business strategy and ensuring that environmental sustainability is a core value reflected in all HR practices and decisions.

Moreover, the successful implementation of Green HRM strategies may depend on employees' organizational citizenship behavior towards the environment (Khalid et al., 2021). To encourage such behavior, organizations can foster a culture of environmental responsibility and sustainability, recognizing and rewarding employees who actively engage in green initiatives.

Additionally, barriers and drivers play a crucial role in the implementation of Green HRM (Miao et al., 2023). By identifying and addressing barriers such as resistance to change, lack of resources, or inadequate leadership support, organizations can create a conducive environment for the adoption of green practices. Simultaneously, leveraging drivers like employee empowerment and involvement in decision-making processes can enhance the acceptance and integration of Green HRM practices (Yusliza et al., 2017).

In conclusion, organizations can overcome challenges in implementing Green HRM by focusing on employee education and awareness, aligning HR activities with environmental goals, fostering a culture of environmental responsibility, addressing barriers, leveraging drivers, and integrating green objectives into the overall business strategy.

## Research Framework

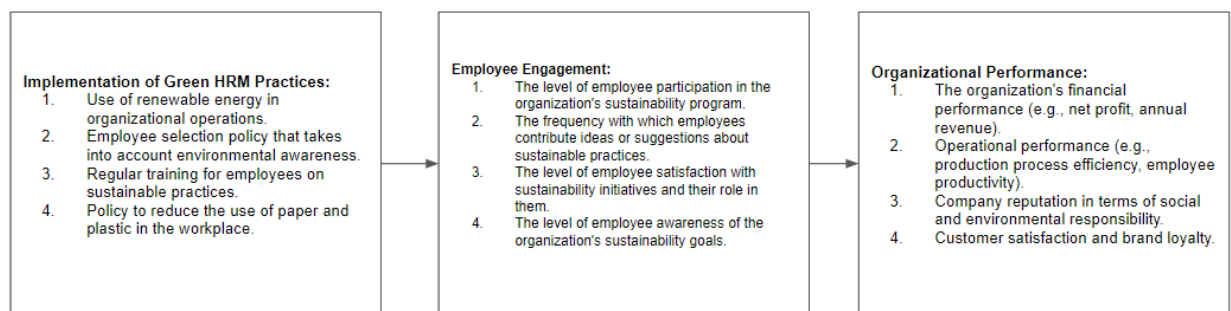


Figure 1 Research Framework

### Hypothesis:

**H1:** There is a positive relationship between the implementation of Green HRM practices and employee engagement.

**H2:** There is a positive relationship between employee engagement and organizational performance.

**H3:** There is a positive influence between the implementation of Green HRM practices and direct organizational performance.

**H4 :** Employee engagement mediates the relationship between the implementation of Green HRM practices and organizational performance.

### Conclusion

This research provides in-depth insights into the implementation of Green HRM practices and their impact on employee engagement and organizational performance. The important findings revealed in this research are as follows:

#### 1. The Importance of Implementing Green HR Practices

The research results show that the implementation of Green HRM practices has a positive impact on employee engagement and organizational performance. Use of renewable energy, environmentally friendly employee selection policies, training on sustainable practices, and reduced use of paper and plastic in the workplace are some of the aspects that contribute to increased employee engagement and organizational performance.

## **2. The Role of Employee Engagement**

Employee engagement plays a key role in linking the implementation of Green HRM practices with organizational performance. The level of employee participation in sustainability programs, employee contributions of ideas or suggestions, their satisfaction with sustainability initiatives, and employee awareness of the organization's sustainability goals all have a positive impact on organizational performance.

## **3. Managerial Implications**

These findings have significant implications for practitioners and managers in designing and implementing Green HRM strategies in their organizations. Increasing employee engagement and ensuring alignment between Green HRM practices and organizational goals can improve overall organizational performance.

## **4. Recommendations for Future Research**

This research highlights the importance of continued research in the Green HRM domain, including longitudinal studies that can track the impact of implementing Green HRM practices on long-term organizational performance. In addition, further research can also explore contextual factors that influence the effectiveness of Green HRM practices in various types of organizations.

Thus, this research provides an important contribution in expanding our understanding of the relationship between Green HRM, employee engagement, and organizational performance, as well as providing direction for practitioners and researchers in efforts to realize environmentally and socially sustainable organizations.

### **Practical and managerial implications of these findings**

The practical and managerial implications of these findings are very important for practitioners, managers, and organizational leaders interested in implementing Green HRM practices. The following is a narrative and explanation of the practical and managerial implications of these findings:

#### **Practical Implications**

**Development of HRM Policies and Practices:** These findings provide a strong insight into the importance of integrating environmental sustainability principles into human resource management (HRM) policies and practices. HRM practitioners can use these findings as a basis for designing and implementing HRM policies and practices that focus on sustainability, such as employee recruitment and selection that takes into account environmental awareness, as well as training to improve employees' environmental skills and awareness.

##### **1. Increased Employee Engagement**

Managers can use these findings to increase employee engagement in organizational sustainability efforts. By providing education and training that builds environmental awareness, encouraging participation in sustainability programs, and rewarding employees who contribute to Green HRM practices, managers can strengthen employee commitment and motivation toward sustainability goals.

##### **2. Improvement of Organizational Performance**

These findings indicate that the implementation of Green HRM practices can have a positive impact on overall organizational performance. Practitioners and organizational leaders can use these findings as a basis for identifying areas where they can improve their Green HRM practices to improve organizational performance, both in financial, operational and reputational terms.

### **Managerial Implications**

**Leadership and Change Management:** Managers and organizational leaders have a key role in leading change towards Green HRM practices. They need to ensure appropriate adoption of these practices through clear communication, building a supportive organizational culture, and providing necessary support and resources.

#### **1. Performance Measurement and Evaluation**

It is important for managers to regularly measure and evaluate organizational performance in implementing Green HRM practices. This enables them to identify successes, identify areas of improvement, and make evidence-based decisions to increase the effectiveness of Green HRM practices.

#### **2. Partnerships and External Engagement**

Organizational managers and leaders need to build partnerships with external stakeholders, such as customers, suppliers, and communities, to support the organization's sustainability efforts. By involving external stakeholders in the planning and implementation of Green HRM practices, organizations can strengthen their support and positive impact in society.

By understanding the practical and managerial implications of these findings, practitioners, managers, and organizational leaders can take concrete steps to improve their Green HRM practices and achieve environmental sustainability goals as well as better overall organizational performance.

There are several challenges faced and interesting future research directions in the field of Green HRM. One of the main challenges is the measurement of sustainable performance in the context of Green HRM, which requires the development of effective methods for measuring environmental impact, employee engagement and organizational contributions to sustainability. In addition, there are still difficulties in the adoption of Green HRM practices by organizations, which is often caused by a lack of understanding, management support and necessary resources. Changing organizational culture is also a challenge, because it requires commitment and changes in employee values and behavior. Apart from that, differences in perceptions and priorities between management and employees regarding the importance of Green HRM are also an obstacle. On the other hand, future research directions could involve longitudinal studies to track the long-term impacts of implementing Green HRM practices, as well as research on contextual influences such as organizational culture and regulations. Comparative studies between organizations that are successful and those that are less successful in implementing Green HRM practices can also provide valuable insights. In addition, it is important to develop sustainable performance measurement methods that are more holistic and can be widely applied in the context of Green HRM. By exploring these challenges and exploring future research directions, understanding of Green HRM can be deepened and organizational contributions to environmental sustainability and employee well-being can be strengthened.

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