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GREEN HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY

Nurul Hayani Abd Rahman
nurulhayani@uitm.edu.my

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Kedah

Shaira Ismail
sheeraz@uitm.edu.my

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Pulau Pinang

Nani Ilyana Shafie
nani.ilyana@uitm.edu.my

Faculty of Business and Management, Universiti Teknologi MARA Cawangan Selangor

In the 21st century, sustainability has become a crucial issue and Green Human Resource Management (GHRM) plays a crucial part in the growth of a company's competitiveness, reputation, and capabilities in the marketplace. The utilization of GHRM in the organizational process creates sustainable business strategies throughout the organization. The awareness that green practices are relevant to corporate sustainability remains low in Malaysia. As the 2016 Global Green Economic Index (GGEI) indicates, Malaysia's overall performance has been ranked 65th out of 80 countries (Tamanini et al., 2016). The impact of environmental management methods on organizational performance utilizing various metrics is a crucial topic in most studies, although there is little actual evidence to show this (Iraldo et al., 2009; Yang et al., 2010). Previous empirical studies have concluded that if green human resource policies are more robust, more environmental management systems (EMS) will be adopted across different companies (Bohdanowicz et al., 2011). This would lead to a balance between industrial growth and environmental preservation, while still generating more profit (Murari & Bhandari, 2011). Another study also found that the elements of corporate sustainability include green human resource management practices and green intellectual capital. Two selected dimensions of GHRM practices are green recruitment and selection, as well as green rewards. Green intellectual capital is represented by green human capital, green structural capital and green relational capital. These contribute by making a positive impact on a company's sustainability (Malik et al., 2020).

Today, GHRM is a key business strategy, and the human resource department should play an important role in implementing the concept of 'going green' in the workplace. GHRM focuses on the various green human resource practices applied by organizations worldwide. Human Resource Management (HRM) deals with human resources as people are the most valuable organizational asset. It has been contended that GHRM is the most significant element of sustainability. A study by Ghouri et al. (2020) found that the major enablers of environmental and corporate performance are GHRM and green culture. In discussing exclusively Green Human Resource Management (GHRM), there is a question to ponder: does GHRM help to build a company's competitiveness index?

GHRM is the application of HRM policies to invigorate the sustainable use of resources and increase employee morale and satisfaction in the workplace. This refers to how HRM policies, philosophies, and practices are integrated to encourage the sustainable use of company resources due to the growing concern for environmental aspects (Zoogah, 2011). The human resource department is also important in the development of a corporate sustainability culture (Harmon et al., 2010). An additional role of this department is to align employee contributions with the company's environmental strategy through the application of human resource functions associated with recruitment, performance management, training and development, employee relations, and compensation (Renwick et al., 2013). Employees must be able to exhibit a new set of abilities and talents to facilitate "pro green" activities within organizations. Amrutha

and Geetha (2020) stated that green personnel understand their company's green ideals better, which makes achieving organizational sustainability goals easier. Thus, the more environmentally friendly the workplace, the more meaningful employment is for the workforce, resulting in enhanced job satisfaction (Shafaie et al., 2020).

Despite the extensive existing literature on Green Human Resource Management (GHRM), some ambiguity remains in terms of the effective implementation of GHRM policies in organizations worldwide. This refers to the way a human resource department integrates its human resource policies and determines the various processes involved in GHRM. A literature review of the human resource aspects of GHRM should also be conducted to determine how firms currently construct their human resource policies from the perspective of green issues. The term GHRM has been a prominent topic in research studies due to the greater global consideration and awareness of environmental management and sustainable aspects. These include the economic well-being of organizations and their employees. GHRM also refer to the sustainable use of resources within organizations towards the environmental sustainability (Marhatta & Adhikari, 2013). GHRM essentially means creating a green workforce that understands and appreciates green initiatives and objectives throughout all the aspects of the HRM process such as recruiting and selection, training, compensating, developing, and advancing the company's human capital (Mathapati, 2013).

An organization with green policies, practices, and systems could benefit its business operations and individual employees, as well as society and the environment (Opatha & Arulrajah, 2014). Effective environmental management is critically needed to address the damaging effects of industrial waste, which has been degrading and depleting natural resources. The inclusion of environmental objectives and strategies into organizational goals results in an effective Environmental Management System (Haden et al., 2009). The findings of various empirical studies have highlighted the significance of incorporating environmental practices into organizational goals with the assistance of human resource management practices (Cherian & Jacob, 2012; Haden et al., 2009). The integration of environmental objectives, strategies, and strategic development goals results in effective environmental management systems (Daily & Huang, 2001).

It is crucial to create awareness among employees of the intricacies of environmental management, i.e., how it functions, how it helps the environment, and what actions are needed. In achieving a sustainable culture, human resource departments are urged to develop green leadership, human talent, skills, behavioral competencies, team spirit, and diversity management as well as managing change and collaboration. These actions would facilitate the actions of "green personnel" and encourage the inculcation and promotion of sustainability throughout the process of developing a green organization and workforce.

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