**Green HRM and Sustainable Development in the Tannery Industry: A Literature Review**

**Abstract**

Over the past 15 – 20 years, the global business environment has undergone rapid changes. As a result, many organizations are now seen to be adopting a multifaceted approach to achieve success. Organizations are now reshaping the definition of success to include more sustainable measures such as the Triple Bottom Line, Quadruple Bottom Line and outcomes that benefit the common good, rather than only focusing on financial metrics. Green human resource management (GHRM) is an arising concern for the tannery industry in the context of developing economies. The tannery industry is widely regarded as one of the highest-polluting industries on earth. Therefore, it becomes essential for industries to implement GHRM practices in order to promote a more environmentally friendly workforce. For every country, macroeconomic sustainability is the major aim of improving the social welfare of its citizens. Therefore, it becomes important to improve the environmental performance without compromising its financial growth. The aim of this research is to determine the factors that are associated with non-performing loans. I have presented a literature review by systematically analyzing the relevant publications and as a result of this process, I have identified and included 14 articles for examination. Additionally, I have reviewed the bibliographical references to check the validity of the study and to avoid any potential omissions. I identify several variables that are influenced by Global Human Resource Management (GHRM). I have found no external variables and highly recommend conducting research to explore the external variables that may further affect GHRM.

**Introduction**

Over the past 10–15 years, the global business environment has changed rapidly, and many organizations are now seen to be adopting a multi-purpose approach (Aust et al., 2020). As a result, they prioritize sustainability, encompassing the Triple Bottom Line, Quadruple Bottom Line, and common good outcomes alongside financial performance(O‟ Higgins & Zsolnai, 2017). Individuals within organizations play a vital role in the effectiveness and success of a company's sustainability strategy (Opoku-Dakwa et al., 2018). The concept of sustainable human resource management (SHRM) was first introduced almost 20 years ago (Aust et al., 2020). Since then, a lot of literature has been published on the topic (De Stefano et al., 2018; Podgorodnichenko et al., 2020). The researchers supporting the role of human resources in improving environmental performance have concentrated on environment-friendly employee behaviour as a key factor in effectively implementing environmental policies at the workplace (A. Kim et al., 2017). The environment-friendly behaviour of employees is becoming increasingly essential for all organisations across all sectors, including the tertiary education sector (Rayner & Morgan, 2018). As per the theory of HR attributions (Hewett et al., 2018), perception is important to consider as employees react differently to HRM practices based on their beliefs about the employers' motivations for implementing them. Green human resource management (GHRM) is an arising concern within the tannery industry, particularly in developing economies. The tannery industry can be widely recognized as one of the most polluting industries on earth. Therefore, it becomes essential for the companies within this sector to adopt GHRM practices to promote a more eco-friendly approach to business operations (Moktadir et al., 2020). For every country, macro-economic sustainability is the major aim of improving the social welfare of its citizens. Therefore, environmental performance needs to be improved while maintaining financial growth (Raut et al., 2020). Researchers have emphasized the importance of human resources in improving environmental performance by focusing on promoting environmentally friendly employee behaviour. This has been identified as a key factor in effectively implementing environmental policies in the workplace (A. Kim et al., 2017). In today's business landscape, the environmentally conscious actions of employees are increasingly crucial for organizations across all sectors, including tertiary education (Rayner & Morgan, 2018). In accordance with the theory of HR attributions (Hewett et al., 2018), it is crucial to consider perception as a key factor in understanding how employees respond to HRM practices. Employees' reactions to these practices vary based on their beliefs regarding the motivations behind their implementation by employers. Green Human Resource Management (GHRM) is a pressing concern within the tannery industry, particularly in developing economies. The tannery industry is widely recognized as one of the most polluting industries globally. Therefore, it is essential for companies within this sector to adopt GHRM practices to promote environmental sustainability and reduce their carbon footprint. Implementing GHRM strategies is important for greening the workforce and fostering a more sustainable future for the industry (Moktadir et al., 2020). In order to enhance the social welfare of its citizens, every country strives to achieve macroeconomic sustainability. This entails improving environmental performance while also maintaining financial growth. (Raut et al., 2020)

**Literature Review**

Khan & Muktar (2020) demonstrated that Green Human Resource Management (GHRM) remains an evolving concept. This review aims to provide modern researchers with a comprehensive overview of the current landscape in order to guide their research endeavours effectively. Hauret et al. (2020) have conducted a study that delves into the intricate relationships between human resource management (HRM) practices and job satisfaction. By incorporating both employee HRM exposure and perception into their analysis, the authors have contributed a unique perspective to the existing literature. Their findings reveal that simply increasing HRM exposure is not enough to enhance job satisfaction; rather, it is the employee's perception of HRM practices that plays a crucial role in shaping their satisfaction levels. Furthermore, the study underscores the significance of differences in employee HRM perception, as opposed to exposure, in influencing how individuals respond to their personal, job, and workplace dynamics. The results suggest that managers have a pivotal role in fostering positive HRM perception among employees to ultimately boost job satisfaction. This highlights the importance of not only implementing HRM practices but also ensuring that employees perceive them in a positive light.

Yusoff et al. (2020) have demonstrated that the hotel industry is facing a multitude of environmental challenges. As a result, there is a growing imperative to respond appropriately to these issues by implementing sustainable business practices, such as the adoption of green human resource management (HRM) practices. This not only benefits the organization and its stakeholders but also underscores the importance of examining how green HRM practices can improve environmental performance within the hotel industry.

The findings of this study build upon previous research by emphasizing the pivotal role of green HRM practices in driving environmental performance. Furthermore, the study delves into how each dimension of green HRM practices can either bolster or impede environmental performance. This highlights the intricate relationship between HRM practices and environmental outcomes, shedding light on the potential for significant improvements in sustainability within the hotel industry.

Islam et al. (2020) conducted a study on the impact of green human resource management (GHRM) practices on turnover intention among millennial employees in the hotel industry. The study focused on various GHRM practices, including green recruitment and selection, green training, green performance management, green involvement, and green rewards.

The analysis of the data using partial least squares structural equation modelling revealed that only green involvement and green pay and rewards had a significant impact on reducing turnover intention among millennials. Interestingly, the study did not find any moderating effect of the work environment on the relationship between GHRM practices and turnover intention among millennials working in hotels in Malaysia.

Overall, the findings suggest that specific GHRM practices, such as green involvement and green pay and rewards, play a crucial role in reducing turnover intention among millennial employees in the hotel industry. This highlights the importance of implementing sustainable HR practices to retain and engage young talent in the hospitality sector.

Tang et al. (2018) introduced and validated an instrument for measuring Green Human Resource Management (GHRM). Their research confirmed the validity of the proposed measurement. This study stands as the first and most comprehensive effort to assess key human resource practices related to environmental management. The findings offer a valuable foundation for future research and practical application in this area.

In their recent study, Ansari et al. (2021) have uncovered compelling evidence that green human resource management (GHRM) practices have a significant impact on employees' green commitment and pro-environmental behaviours (PEBs). Furthermore, their findings indicate that green commitment plays a crucial role in mediating the relationship between GHRM and PEBs. This research sheds light on the importance of implementing GHRM strategies in organizations to foster a culture of environmental responsibility among employees. In his 2019 study, Chaudhary explores how organizational prestige (OP) and organizational attractiveness (OA) serve as sequential mediators in the relationship between Green Human Resource Management (GHRM) and job pursuit intention (JPI). By delving into the intricate micro-level processes through which GHRM influences prospective applicants' JPI, the study enhances our comprehension of the human element in environmental management. This research lays the groundwork for the development of more effective GHRM systems.

**Chaudhary (2020)** highlights the significant impact of Green Human Resource Management (GHRM) on both task-related and voluntary employee green behaviors. The study also reveals that organizational identification plays a crucial role in mediating this effect. Interestingly, gender and environmental values were found to have no moderating effect on the relationship between GHRM and employee green behaviour.

This research underscores the importance of Human Resource Management (HRM) in promoting environmental sustainability. It emphasizes the urgent need to integrate sustainability principles into HR systems to effectively work towards achieving sustainable development goals.

Roscoe et al. (2019) discovered that implementing pro-environmental Human Resource Management (HRM) practices such as hiring, training, performance appraisal, and incentivization can significantly contribute to the cultivation of green organizational culture. They identified key enablers of green organizational culture, which include leadership emphasis, message credibility, peer involvement, and employee empowerment. This research underscores the importance of integrating these practices to foster environmentally conscious employees within an organization.

Furthermore, the implications of this study extend to the realm of education, particularly in preparing future generations of responsible managers. Educators are encouraged to provide students with a comprehensive understanding of Green HRM practices necessary for establishing an organizational culture that prioritizes environmental awareness. By equipping aspiring managers with the knowledge and skills to implement these practices effectively, we can ensure the sustainability and success of businesses in an increasingly environmentally conscious world.

Al Kerdawy (2019) delves into the significance of corporate support for employee volunteering (CSEV) in enhancing the effectiveness of Global Human Resource Management (GHRM) in promoting Corporate Social Responsibility (CSR) practices within the top 30 firms listed on the EGX100 at the Egyptian stock exchange. The research findings reveal that both GHRM and CSEV have a positive impact on the adoption of CSR activities. Moreover, CSEV is shown to play a crucial role in amplifying the influence of GHRM on the implementation of CSR initiatives within the examined companies.

Shah (2019) developed a reliable measurement scale for green human resource management. The measuring instruments demonstrated both convergent and discriminant validity. Additionally, various model fit indices indicated the overall fitness of the model. This study also offered supplementary evidence regarding the underlying structure of the construct, which can be highly beneficial for researchers and practitioners in this field.

Islam, Hunt, et al. (2020) delved into the challenges and potential solutions associated with implementing green human resource management practices in the workplace. Their research revealed that implementing strict rules and regulations, establishing monitoring systems, incorporating relevant courses in university curricula, offering comprehensive training programs, and providing monetary incentives are effective strategies for promoting green human resource management practices within organizations. These findings underscore the importance of proactive measures in fostering sustainability and environmental responsibility in the workplace.

Cheema & Javed (2017) emphasize the crucial role of senior management in ensuring that employees are supported in their efforts to achieve social, ecological, and economic benefits from a green environment. The integration of green practices within the human resource department is highlighted as a key process that impacts green selection and recruitment, performance appraisal methods, reward and pay systems, and the cultivation of a supportive green culture. The significance of a green environment is underscored in the paper, along with the various initiatives undertaken by companies to maintain a sustainable environment.

AlRomeedy (2019) explored the adoption of green human resource management practices by Egyptian travel agencies. He identified the challenges hindering their implementation and highlighted the key requirements for successful adoption. The findings revealed that Egyptian travel agencies are not currently implementing green human resource management practices due to various constraints.

Nejati et al. (2017) conducted a study examining the relationship between green human resource management (GHRM) and green supply chain management (GSCM), while also considering the impact of employees' resistance to change. The findings of the study uncovered several key points:

Firstly, the study confirmed the significant and positive influence of GHRM on GSCM, highlighting the importance of integrating HRM practices with green management strategies.

Secondly, it was identified that practices such as "Green Development and Training", "Green Employee Empowerment", and "Green Pay and Reward" have the most positive impact on GSCM. These specific practices of GHRM should be prioritized by managers seeking to enhance their organization's sustainability efforts.

Lastly, the study found that "Resistance to Change" acts as a moderating factor in the relationship between GHRM, particularly in the areas of green recruitment and selection, and GSCM. This resistance can hinder the establishment of a sustainable corporate culture, starting with the recruitment and selection of new employees.

Overall, the study emphasizes the importance of aligning HRM practices with green management initiatives, while also recognizing and addressing potential barriers such as employees' resistance to change. Managers are encouraged to focus on implementing key GHRM practices that have been shown to positively impact GSCM, in order to drive sustainable business practices and outcomes.

Zaid et al. (2018) explored the relationship between green human resource management practices and green supply chain management, both internally and externally. They examined how these practices impact the Triple Bottom Lines of sustainability performance, which include environmental, social, and economic aspects. The data analysis revealed that both green human resource management and green supply chain management practices positively influence sustainable performance when implemented together. Specifically, the study found that green human resource management practices directly impact sustainable performance, with green supply chain management practices mediating this effect. This highlights the importance of integrating both practices to enhance overall sustainability performance.

Y. J. Kim et al. (2019) explore strategies for enhancing employees' eco-friendly behaviour and improving hotels' environmental performance through the implementation of green human resource management practices. The research findings indicate that green human resource management not only boosts employees' organizational commitment and eco-friendly behaviour but also contributes to the overall environmental performance of hotels. As a result, this study recommends that hotel top management and HR managers prioritize the establishment of green human resource management policies to drive sustainable practices within their organizations.

Pham et al. (2019) discovered that Green Human Resource Management (GHRM) practices have a direct impact on Organizational Citizenship Behaviour for the Environment (OCBE). Furthermore, the interaction of three specific GHRM practices - training, performance management, and employee involvement - can significantly enhance employees' voluntary green behaviour. This enhancement is dependent on the level of green performance management and green employee involvement within the organization. Additionally, green training was identified as a crucial mechanism for boosting employees' voluntary green behaviour. These findings highlight the importance of implementing effective GHRM practices to promote environmentally friendly behaviours within the workplace.

Yong et al. (2019) discovered that green human capital and green relational capital have a significant impact on green human resource management. Surprisingly, they found that green structural capital did not show a significant relationship with green human resource management.

Mishra (2017) emphasizes the importance of implementing green human resource practices, such as environmental training, green recruitment, performance appraisal, employee involvement, and compensation. The findings suggest that there is untapped potential in utilizing these practices to encourage pro-environmental behavior within organizations. Analysis of the data also indicates that top-management support and mutual learning among departments are essential in facilitating green behaviors among employees.

**References:**

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