

THE IMPACT OF GREEN HUMAN RESOURCE PRACTICES ON ENVIRONMENTAL SUSTAINABILITY

Ahmed U., AlZgool M.D.H., Shah S.M.M.*

Abstract: The present study focused on manufacturing firms of Bahrain to determine the influence of green human resource practices on employee engagement and environmental sustainability. Mediating role of employee engagement was observed as novelty of present study. The data was collected from manufacturing firms of Bahrain that strives for green practices from employees of firms including officers, staff members and clerical employees. The study found that green human resource practices have positive nexus with environmental sustainability and employee engagement mediates the nexus among the green human resource practices and environmental sustainability. Today's business world focuses on green practices in order to be responsive towards environmental protection and environment friendly product and services.

Key words: green human resource practices, environmental sustainability, employee engagement

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Introduction

The role of human resource management has been discussed in literature to describe employee attitudes, job satisfaction, job involvement and organizational commitment for organizational psychology (Shantz et al., 2016). However, literature still needs to discuss the impact of human resource practice on work and employee engagement to describe the developmental relationship between HR and engagement (Presbitero, 2017). Johari et al. (2013) conducted study to determine the relationship between human resource practices and employee engagement; the study found negative and unrelated to each other. Further studies have been conducted to determine empirically test between employee behavior and its outcomes and found significant results (Arrowsmith and Parker, 2013). Currently, it is evident that human resource practices exist in majority of organizations that enabled firms to foster work and employee engagement.

Emergence of green HRM has attracted various research scholars and became topic of interest for organizational scientists. The increased sense of diligence and responsibility towards society and its stakeholders has been depicted green aspect of business management (Renwick et al., 2013). Research scholars have embarked

* **Umair Ahmed**, Arab Open University, Bahrain, **Mahmoud Radwan Hussein AlZgool**, Gulf University, Bahrain, **Syed Mir Muhammad Shah**, Sukkur IBA University, Sukkur Sindh Pakistan

✉ corresponding author: umairahm@gmail.com

✉ dr.mahmoud.alzgool@gulfuniversity.edu.bh; syedmir@iba-suk.edu.pk

on green HR perspective as crucial due to its impact on organization and business working for policy devising and responsive working. Green HR practices enable firms to initiate activities in achievement of goals while being responsive towards decrease pollution, minimize carbon and save natural resources. Environmental friendly practices and healthy environment for human capital at workplace considered as necessary in order to utilize and grasp benefits of greener initiatives (Renwick et al., 2013). Firms utilize resources, raw material and human resources to conduct business activities, the HR policies enable firms to engage employees while effective utilization of resources from societal perspective. Research scholars have found that green HR practices assist firms for sustainability of environment. Further, various researchers have explained and highlighted the need to conduct studies on corporate citizenship behavior that considered as an essential activity for ethical behavior at workplace (AlZgool, 2019).

Emotional and intellectual involvement of employees towards firms referred as employee engagement and also considered as business management concept. Engaged employee found to be beneficial for firm for doing appropriate and right things at work place that contribute for organizational success. Research scholars focused on the idea of engagement of an every individual as it expected to be different engagement level based on their satisfaction level, which is also known as work engagement. Managers of firms take very important stance on creating employee engagement for cultivation of long term benefits, the disengagement takes place due to lack of commitment and motivation. Meaningless work also instigates disengagement and reduces commitment as reported in literature. Various other research scholars have reported sources of engagement that directly associated with customer satisfaction, turnover, loyalty and safety; that also associates with productivity and profitability (Kapoor and Meachem, 2012). The present study intends to determine the green HR practices as influential factors of employee engagement, further the influence of employee engagement on sustainability of manufacturing firms in Bahrain.

Literature Review

Green HR has become crucial for business success and gained attention of research scholars. Literature stress to describe HR practices and its understanding in context of diverse industries as green HR influence the organizational processes, efficiency and effectiveness. Firms must entail green practices in order to response environmental changes and requirements by developing strategies, policies and plans for workforce to responsive working. Green HR practices enable businesses to initiate greening practices that assist in achievement of goals and objectives while keeping responsive towards environmental changes and avoid pollution by reducing carbon emission, over utilization of resources and minimize waste material. Research has demonstrated that human capital and effective resource utilization assist in adopting green practices for healthier environment to produce green products and services (Renwick et al., 2013; Szczepańska-Woszczyzna &

Kurowska-Pysz, 2016). Firms initiate their strategic planning by incorporating various inputs including human resources, financial resources and physical resources to provide products or services with effective utilization of resources while considering green aspect recently due to its impact and importance for environment. Literature argued that green human resource practices influence the sustainability of environment (AlZgool, 2019; Panzabekova et al., 2019; Dao et al., 2011). The literature also argues that green HR practices have long term impact on business operations and on society and environment. Government authorities play crucial role in enforcement of green environment protection acts by provide guidelines for green HR practices implementation.

Green hiring considered as one of the most crucial stage for HR department that requires hiring and sustaining highly skilled candidates and professional intellectuals in highly global competitive environment. The firms now have been attracted towards green HR practices to hunt environment friendly talent around the world for being responsible towards environment. Multinational firms today attract highly skilled employees and talented candidates by projecting their green aspect by conducting their HR practices under greening mindset. The firms prefer to hire employees with environmental friendly mindset and understanding towards protection of environment that contribute for developing business processes under green umbrella that further plays crucial role in sustainable performance (Ehnert, 2009). On the other hand, job hunters also prepare their self for rapidly changing business environment and need of firms according to latest developments not only professionally but also environmental responsiveness. The potential employees strive to seek knowledge about green culture, green production and services to demonstrate in their job duties. The firms prefer to hire candidates with greening knowledge and responsiveness as green culture can be harvested through green skills and green employees. It has been observed that firms prefer to conduct their business activities with environmental and social friendly firms and employees in order to response green environment. Organizational reputation largely depends upon their environmental policies and protection; therefore employees seek knowledge about greening aspect to implement at business processes in United Kingdom. The Chartered Institute of Personnel and Development (CIPD) found that organizational reputation play crucial role in attracting and sustaining highly skilled employees with greening aspect and maintaining their profile for environmental protection and sustainability. The recruitment standards of firms directly affect the performance and sustainability of firms therefore; firms prefer to adopt green recruitment process. For higher achievement in environmental performance maintenance human resource planning under greening aspect must be obtained by organizations in order to be responsive towards environmental protection (Dubey and Gupta, 2018). The above description leads towards development of following hypothesis,

H1: Green hiring positively influence employee engagement among manufacturing firms of Bahrain

Training and development is an important element and function of HR strategy that enable firms to train their employees to develop skills required in highly competitive business environment. Green HR policies address the green T&D that assist in improving organizational efficiency and employee engagement. Continuous green practices enable firms to improve skill level of their employees and enhance their engagement level (Aktar and Islam, 2019). Green training and development equip employees to face newly arisen issues and challenges for being green. The training and development practices motivate employees to perform well and regenerate skills to response towards changing need of market. Green training influence green activities that develop engagement level among employees due to their skill firm adopt green practices to compete in global market while being environmental friendly. Research scholars identified that green training is an essential practice that motivate green initiative that prepare employees to face challenges at workplace that leads them to get engage with firms more deeply. It has been argued that continuous improvements can only be achieved through green practicing that engage and motivate employees to adopt green practice for being environmental responses entity. Green training assist employees to develop their mindset towards importance of greening practices as it gained importance duet to consideration of health and safety issues (Mandip, 2012; Grabara, 2017). It has been also argued in same study that newly hired employees must be trained under essential program of green T&D to gain higher engagement level of employees. The engaged employees found to be influential towards sustainable performance of firms of any industry and context. The skill level of employees upgraded under green T&D programs that inspire and equip firms with enhanced techniques and well executed that leads towards higher performance and sustainability (Aktar and Islam, 2019; Jabbar and Abid, 2015). The above discussion leads towards the development of following hypothesis:

H2: Green T&D positively influence employee engagement among manufacturing firms of Bahrain

The employees of firm get engaged due to process of organizations to conduct HR practices under greening aspect. Firms establish policies for green HR activities including hiring, training and development and specifically green performance initiatives that enable employees to gain reward associated with better greening performance. Employee satisfaction enables them to perform better and enhance green HR practices that also involve decision making regarding green performance and initiatives. The firms establish their reward management system based on green job performance, the emphasize enable employees to adopt green practice and green performance. Employees intend to perform better in presence of green performance appraisal and get engaged with firms green policies due to their environmental impact. Ahmad (2015) argued that green performance management process encourage employee to improve and enhance their abilities to accomplish green organizational goals in better way. The other research studies found that

participation level of employees in decision making also encourage them to adopt green training programs to increase their impact that reflects in their performance being green. Jabbar and Abid (2015) argued that higher participation level of employees in decision making enable them to get engaged at workplace more deeply that play important role in maintaining sustainable growth and performance. The increased level of awareness about green HR practices enable employees to perform better as their appraisal associated with being green under green performance management system that influence employees to get engaged. Therefore, it is largely accepted that green HR practices motivate employees for achievement of higher green performance level that further influence positively sustainable performance of firm. On the base of above description following hypothesis is derived.

H3: *Green Performance positively influence employee engagement among manufacturing firms of Bahrain*

Literature has embarked on need of employee engagement for organizational success and effective utilization of resources. Green HRM promises to deliver the usefulness in business processes by involving employees that ultimately positively influence the sustainability performance. Firms strive to develop green HR policies and implement to grasp long term benefits by ensuring health & safety of workers and employee well-being (Mandip, 2012). The willingness of employees also plays crucial role in developing employee engagement with organizational objectives socially or ecologically. The satisfied and engaged employees ensure better utilization of resources while being green implementation that adds values to firm's operations. The employee engagement can reduce the waste material as engaged employees seek knowledge to implement green aspect in business operations. The engaged employees considered as pride of firm and enhance employees' well-being. The sustainability of firm is influenced by green HR practices that determine the behavioral attitudes, knowledge and motivation of employees. The implementation of green policies conducted through specific employees with knowledge of green HR practices to change behavior of overall firms' participants for being green and to achieve green objectives (Ones and Dilchert, 2012). It has been argued by various research scholars that firms must adopt green HR practices for promoting green behavior among employees to engage them that influence the sustainability of firms (Aktar and Islam, 2019; Renwick et al., 2013).

H4: *Employee Engagement Influence Sustainability among Bahrain manufacturing firms*

Research scholars have embarked on need of employee engagement and organizational success. The employee engagement concept emerged from literature described burnout phenomenon similarly the investigation of employee well-being and unwell-being must take place from employees' perspective. Engaged employees found to be satisfied and capable of fulfilling their tasks instead

of burnout employees. Currently, green HR practices are under discussion for engaging employees that leads towards sustainable phenomenon of firms in highly competitive global market. The green HR practices including green hiring, training and development and green performance system impact the behavior of employees, but it may not affect the behavior of employees at workplace. The green HR practices encourage firms to recruit and hire green knowledgeable employees with environmental concerns, skills and green training programs must enable employees to shape their behavior according to greening aspect that assist firms to sustain their performance for long period of time (Aktar and Islam, 2019). To compete at global level firm must be aware of green practices in order to survive and responsive towards environmental protection (Ahmad, 2015). The involvement of green HRM policies in strategic plan of firm assists them to respond environmental changes. Large firms found to be more eager to adopt green HR practices including hiring, training and development and green performance to influence employee engagement and further leads towards sustainability (Dumont et al., 2017). There is lack of empirical investigation of mediating role of employee engagement between HR practices and sustainability. The above description leads towards following mediating hypotheses:

H5: Employee Engagement Mediate the relationship between Green Hiring and Sustainability

H6: Employee Engagement Mediate the relationship between Green T&D and Sustainability

H7: Employee Engagement Mediate the relationship between Green Performance and Sustainability

Research Framework

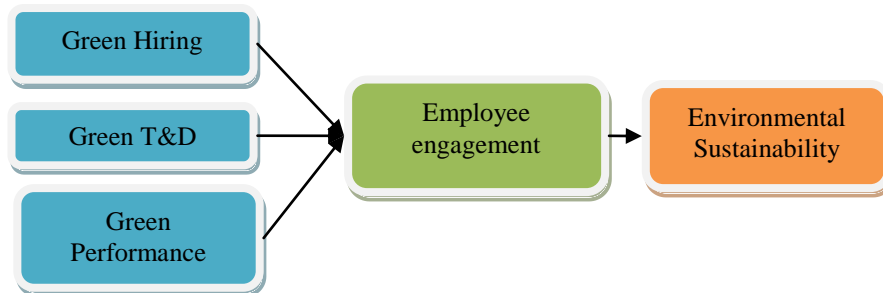


Figure 1: Proposed Framework

Research Methodology

The present study was quantitative and cross sectional in nature, the data was collected from manufacturing firms of Bahrain that strives for green practices from employees of firms including officers, staff members and clerical employees.

The data was collected from 173 respondents as sample was chosen on the base of (Krejcie and Morgan, 1970).

Analysis of Study

The present section of study demonstrates analysis as it was conducted through SMART-PLS by measurement model and bootstrapping method. The first section presents measurement model that includes Cronbach alpha, composite reliability and average variance extract.

Table 1: Measurement Model

	Alpha	CR	AVE
EE	0.792	0.857	0.565
ES	0.945	0.961	0.859
GHI	0.947	0.959	0.824
GP	0.902	0.931	0.772
GTD	0.871	0.908	0.666

The above table demonstrates the statistical values of measurement model that satisfy the conditions to be accepted and remain higher than cutoff point.

Table 2: Discriminant validity

	EE	ES	GHI	GP	GTD
EE	0.752				
ES	0.503	0.927			
GHI	0.513	0.717	0.908		
GP	0.438	0.423	0.448	0.879	
GTD	0.302	0.292	0.344	0.453	0.816

The above table satisfies the conditions of discriminant validity, on the base of Table 1 and Table 2 the measurement scales are reliable and valid.

Structural Equation Modeling (SEM)

Table 3: Direct hypothesis

	Beta	t-values	p-values
EE -> ES	0.503	8.654	0.000
GHI -> EE	0.86	5.144	0.000
GP -> EE	0.238	3.100	0.002
GTD -> EE	0.061	0.802	0.423

The results in Table 3 demonstrates direct relationships and shows that all hypothesis accepted on statistical grounds, but green T&D don't impact employee engagement; therefore, H2 is rejected. The above Table 4 demonstrates the mediating effect of employee engagement and shows that H5 and H7 were accepted but H6 rejected on statistical grounds.

Table 4: Mediating hypothesis

	Beta	t-values	p-values
GHI -> ES	0.194	3.778	0.000
GP -> ES	0.120	2.740	0.006
GTD -> ES	0.031	0.786	0.432

These results highlighted that if the employees are engaged in the workplace more efficiently then the practices of green human resource have more positive nexus with environmental sustainability. These results are similar with the outcomes of the Mičák and Mičudová (2018) and Kaźmierczyk and Chinalska (2018) who also found positive association among the green human resource and environmental sustainability.

Conclusion

The prime concern of present study entails to determine the influence of green human resource practices on employee engagement and further it positively influence the environmental sustainability. The results of the study demonstrated that green HR practices significantly influence the employee engagement and employee engagement positively influences the environmental sustainability. The firms must adopt green practices and conduct programs for training employees to adopt green practices that influence sustainable cause.

This study recommended that the policymakers should emphasize on the HR practices that enhance the environmental sustainability and also develop the regulations regarding the employee engagement that improve the environmental sustainability with HR practices. This study has many limitations such as only one factor used in the study to predict the environmental sustainability and future researchers may include more factors in their examination. In addition, this study takes employee engagement as mediation and further study may use it as moderator.

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WPLYW ZIELONYCH PRAKTYK ZASOBÓW LUDZKICH NA ZRÓWNOWAŻONE ŚRODOWISKO

Streszczenie: Prezentowany artykuł przedstawia badanie, które koncentrowało się na firmach produkcyjnych w Bahrajnie w celu ustalenia wpływu “zielonych praktyk” w zakresie zasobów ludzkich na zaangażowanie pracowników i zrównoważenie środowiskowe. Mediacyjną rolę zaangażowania pracowników zaobserwowano, jako nowość przedstawionego badania. Dane zostały zebrane od firm produkcyjnych Bahrajnu, które dążą do zielonych praktyk wśród pracowników firm, w tym urzędników, członków personelu i pracowników biurowych. Badanie wykazało, że praktyki zielonych zasobów ludzkich mają pozytywny związek ze zrównoważeniem środowiskowym, a zaangażowanie pracowników pośredniczy w związku między praktykami ekologicznych zasobów ludzkich i zrównoważenia środowiskowego. Dzisiejszy świat biznesu koncentruje się na zielonych praktykach, aby reagować na ochronę środowiska oraz przyjazne dla środowiska produkty i usługi.

Słowa kluczowe: zielone praktyki zasobów ludzkich, zrównoważony rozwój środowiska, zaangażowanie pracowników

绿色人力资源实践对环境可持续性的影响

摘要:本研究集中于巴林的制造企业,以确定绿色人力资源实践对员工敬业度和环境可持续性的影响。员工参与的中介作用被视为本研究的新颖性。数据是从巴林的制造公司收集的,这些公司力求公司员工(包括高级管理人员,职员和文职员工)的绿色实践。研究发现,绿色人力资源实践与环境可持续性具有积极的联系,而员工敬业度在绿色人力资源实践与环境可持续性之间具有中介作用。当今的商业世界关注绿色实践,以便对环境保护和对环境友好的产品与服务做出响应。

关键字:绿色人力资源实践,环境可持续性,员工敬业度