

The Link Between Green Human Resource Management and Environmental Performance through Green Innovation Practices: A Mini Literature Review During Year 2019-2023

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Abstract This article emphasizes the significance of incorporating green innovation and green human resource management (GHRM) practices in organizations to achieve long-term sustainability and environmental goals. It presents a summary of twenty six peer-reviewed journal articles on environmental performance, green innovation practices, and GHRM. The findings indicate that proactive environmental strategies, such as pollution reduction and sustainable development, have a positive impact on environmental performance. Improving sustainability and environmental performance requires green innovation. Green innovation is the process and product innovation achieved via improved production techniques and product design. Organizations should prioritize environmental friendliness and sustainability because both developed and developing countries face numerous pressing problems. Both higher management and academia will be impacted by the study. The results will assist company management in developing a green innovation process and product culture. The article also highlights the need for further research on the relationship between green innovation, GHRM, and sustainable performance in different contexts and industries.

Keywords *Green human resource management, green innovation practices, environmental performance, a mini literature review.*

I. INTRODUCTION

In the past few decades, nations have begun recognizing a significant peril to the natural environment. The impact of environmental excellence on people's lives has gained increasing importance among academics and global policymakers. As a result, there is substantial pressure from stakeholders to develop strategies that promote sustainable practices, and human resources teams aspire to integrate sustainability and pro-

environmentalism into nearly all aspects (Saeed et al., 2019). The success of environmental management initiatives within organizations hinges on the cultivation and endurance of internal competencies and skills (Malik et al., 2021).

According to the firm's natural resource-based approach, companies should actively work to enhance and balance their interactions with the surrounding environment. The three different but linked environmental strategies of product stewardship, sustainable development, and pollution reduction can help them achieve this (Hart, 1995; Hart and Dowell, 2011). Organizations have embraced technology and environmentally friendly methods as part of their social responsibility, which has helped them achieve long-term success (Mansour Naser Alraja1 · Rabia Imran2 · Basel M. Khashab3 · Mahmood Shah4, 2022).

Adopting environmentally sustainable practices is crucial for molding the reputation and gaining a competitive edge of organizations. Incorporating genuine human resource (HR) practices while addressing environmental concerns is said to require a commitment to sustainability. Manufacturing organizations can utilize the techniques offered by the idea of Green Human Resource Management (GHRM) to accomplish their commercial objectives and environmental goals simultaneously. In GHRM, environmental policies, procedures, and operational guidelines that complement the organization's overarching goals are integrated into HR practices (Yong et al., 2020). Human resource management (HRM) and leadership are pivotal in shaping the internal competencies and capabilities of a company (Malik et al., 2021).

Numerous organizations recognize the significance of involving their employees in endeavors to improve sustainable performance. This involves implementing initiatives to minimize waste and promoting the efficient utilization of energy and other resources (Davis et al., 2020). GHRM supports environmental management by harmonizing HRM activities, including training, performance management, recruitment, engagement, and rewards, with the environmental objectives of the organization (Ojo et al., 2022). GHRM activities are essential for ensuring employees participation in environmentally sustainable working practices (Malik et al., 2021).

Businesses are taking a more sustainable approach to HR management for a number of reasons. GHRM entails initiatives and processes designed to promote employees' environmental awareness and encourage the sustainable utilization of corporate resources (Malik et al., 2021). As outlined by Saeed et al. (2019), GHRM promotes the sustainable utilization of organizational resources through the implementation of HRM strategies, principles, and procedures. Additionally, it works to prevent environmental issues within the organization, thereby contributing to the promotion of environmental sustainability. The increased concern for resource efficiency and climate action is one important aspect. GHRM guarantees that companies can accomplish their long-term sustainability objectives while simultaneously minimizing any adverse social and environmental effects by implementing green technologies (Ogiemwonyi et al., 2023).

Green innovation (GI) is the term for innovations that use better systems, technology, and management techniques to reduce the adverse effects that activities have on the environment (Roper & Tapinos, 2016; Singh et al., 2020). The focus that green innovation places on mitigating environmental problems sets it apart from standard technological innovation. GI is concerned with making current goods and procedures more ecologically friendly (Albort-Morant et al., Cepeda-Carrión, 2016). GI can be engineered through a variety of methods, including choosing more environmentally friendly raw materials, minimizing waste, creating products with eco-design principles,

cutting carbon emissions and footprints, and using less water, electricity, and other raw materials (Gunasekaran & Spalanzani, 2012; Singh et al., 2020a).

Generally, GI practices have been observed to elevate customer loyalty, strengthen a company's brand image, ensure equal opportunities, guarantee safety, and advocate ethical conduct (Kraus et al., 2020). Consequently, it is critical to carry out additional study in order to create a thorough HR plan that includes creative solutions and sustainable organizational policies (Wang & Juo, 2021). (Wang, 2005). Prioritizing the upkeep of GHRM by putting green initiatives and sustainable policies into action is one possible strategy. In this sense, this article will offer recommendations for further research as well as a review of the little body of literature on environmental performance, green innovation practices, and green human resource management from a variety of sources.

II. LITERATURE

Environmental Performance

Currently, organizations are reshaping their strategies and objectives to align with environmental sustainability goals. However, existing literature predominantly focuses on larger firms, overlooking the substantial environmental impact of SMEs resulting from their commercial activities (Huo et al., 2022). Despite SMEs collectively exerting a significant environmental influence, they remain inadequately explored in academic research (Singh et al., 2020b).

While environmental sustainability is often regarded as a corporate objective, the interplay between environmental conservation and industrial strategy has traditionally been seen as a trade-off between green performance and economic gains. Consequently, research in this area remains limited (Wang & Juo, 2021). Many organizations recognize the importance of involving employees in endeavors to improve sustainable performance. This entails implementing initiatives aimed at waste reduction and ensuring the efficient utilization of energy and other resources (Ojo et al., 2022).

Green Innovation

Green Innovation (GI) encompasses innovations aimed at mitigating adverse environmental impacts resulting from operations, achieved through enhanced technologies, systems, and management practices (Roper & Tapinos, 2016; Singh et al., 2020). Unlike traditional technological innovation, GI places a significant emphasis on minimizing environmental footprints. Its conceptual foundation is rooted in prior theoretical frameworks (Wang & Juo, 2021).

GI involves the development of eco-friendly products and processes by implementing organizational practices such as utilizing greener raw materials, employing eco-design principles to reduce material usage and emissions, and optimizing resource consumption including water and electricity. Numerous prior studies indicate that organizations embracing green innovation demonstrate heightened success and superior overall performance compared to their competitors. This is attributed to their adept utilization of green resources and capabilities, enabling them to promptly and effectively address customer needs while enhancing intangible organizational assets (Singh et al., 2020b).

Green Human Resource Management

Existing literature indicates a transition in human resource management (HRM) systems from traditional approaches with limited employee involvement to more

participative and supportive processes, offering opportunities for skill, knowledge, and attitude development among employees (Singh et al., 2020b).

Green Human Resource Management (GHRM) is defined as a method of aligning and optimizing HRM practices to promote sustainability. It shapes the actions, attitudes, awareness, and motivation of individuals toward fostering a greener environment. Both organizations and employees derive benefits from implementing GHRM practices, as it enhances employee morale and productivity. GHRM encompasses strategies such as green recruitment and selection (GRS), green training (GT), and green pay and reward (GPR) to enhance green employee performance.

Consequently, in organizational contexts, the adoption of GHRM can enhance green performance (GP) by recruiting environmentally conscious employees, providing green training, incentivizing green initiatives through reward structures, and fostering a culture of employee engagement in environmental activities (Huo et al., 2022). Prior research indicates that employees across various functions and levels within organizations significantly influence environmental performance (Singh et al., 2020b)

III. METHODOLOGY

The decision to utilize a Systematic Literature Review (SLR) in this study stems from its ability to synthesize theoretical insights with practical findings within the research domain. To execute the SLR methodology, precise protocols were devised and executed. The initial step involved querying the Scopus and Sinta databases using specific terms such as Green Human Resource Management (GHRM) and Environmental Performance. To refine the search scope, exclusion criteria were applied, filtering like those related to Green Innovation practices. The ensuing analysis focused on international studies published between 2019 and 2023, yielding 26 primary sources. Tables summarizing international and national approaches to writing, sourced from Scopus and SINTA databases, are provided below. The journal article's title, authors, publishers, year of publication, and suggestions for additional research are all displayed in the table.

Table 1 Journal and Publisher Distribution

	Article Name	Author(s)	Journal / Publisher	Year	Recommendations
1	Ethical leadership and environmental performance: The role of green IT capital, green technology innovation, and technological orientation	(Hameed, Naeem, Mishra, Chotia, & Malibari, 2023)	<i>Technological Forecasting and Social Change</i>	2023	Future research to improve our understanding of the creation, application, and maintenance of proactive environmental strategies, future research in SMEs should take both internal and external factors into account.

2	Pathways toward environmental performance: Link between green human resource management, green innovation, and green behavior at work in manufacturing companies	(Ogiemwonyi, Alam, & Alotaibi, 2023)	<i>Journal of Cleaner Production</i>	2023	These strong arguments could be expanded in a subsequent empirical study to provide additional support for the findings.
3	Stimulating environmental performance via green human resource management, green transformational leadership, and green innovation: a mediation-moderation model	(Awan, Dunnan, Jamil, & Gul, 2022)	<i>Environmental Science and Pollution Research</i>	2022	For directors of SMEs in developing nations, the paper offers a fresh perspective on how to enhance their environmental performance through green innovation and GHRM.
4	The-Role-of-Green-Human-Resource-Management-Practices-in-Driving-Green-Performance-in-the-Context-of-Manufacturing-SMEsSustainability-Switzerland	(Xiaoyan Huo 1, Arooj Azhar 2, Nabeel Rehman 2, 2022)	Sustainability/MDPI	2022	Future research recommend that future research examine the use of secondary data obtained from publicly available records and annual reports.
5	Green Human Resource Management and Sustainable Performance With the Mediating Role of Green Innovation: A Perspective of New Technological Era	(Awwad Al-Shammari, Alshammrei, Nawaz, & Tayyab, 2022)	<i>Frontiers in Environmental Science</i>	2022	Future studies should examine how employees' environmental values and beliefs contribute to our understanding of how green HRM influences green innovation.
6	How do corporate social responsibility and green	(Le, 2022)	<i>Journal of Cleaner Production</i>	2022	Future research may look at a combination of techniques to

	innovation transform corporate green strategy into sustainable firm performance?				diversify research approaches in this field, as well as alternative contexts to broaden the research context for this research domain.
7	Stakeholder pressure, green innovation, and performance in small and medium-sized enterprises: The role of green dynamic capabilities	(Singh, Del Giudice, Chiappetta Jabbour, Latan, & Sohal, 2022)	<i>Business Strategy and the Environment</i>	2022	In order to identify distinctions in the direct and indirect effects of stakeholder pressures, green dynamic capabilities, green innovation, and firms' performance, future researchers can utilize our framework to compare SMEs and large firms.
8	Cultural and System Relational Capabilities on Business Performance: Role of Value Co-Creation Activities	(Mulyana, Nurhayati, & Nurkholis, 2022)	<i>Journal of Asia-Pacific Business</i>	2022	Findings from research are supposed to fill in knowledge gaps left by earlier findings and advance science, particularly in the area of relational marketing.
9	Green effectual orientations to shape environmental performance through green innovation and environmental management initiatives under the influence of CSR commitment.	(Khan, Li, Shahzad, & Sampene, 2022)	<i>Environmental Science and Pollution Research</i>	2022	In order to achieve the desired results after RBV and DCV, the new researchers can initiate the ideas by incorporating both resources and capabilities-based views.
10	Technological Innovation, Sustainable Green Practices and SMEs Sustainable Performance in Times of Crisis (COVID-19 pandemic)	(Mansour Naser Alraja1 · Rabia Imran2 · Basel M. Khashab3 · Mahmood	<i>Information Systems Frontiers</i> .	2022	Understanding the variations and parallels in different places can be facilitated by investigating factors influencing the sustainability of SMEs in Western nations.

1	Does Green Innovation Improve SME Performance?	Shah4, 2022) (Rustiarini, Bhegawati, & Mendra, 2022)	<i>Economies</i>	2022	Green components can be added to intellectual capital indicators by more researchers.
1 2	Linking green HRM practices to environmental performance through pro-environment behaviour in the information technology sector	(Ojo, Tan, & Alias, 2022)	Social Responsibility Journal	2022	future research to consider relevant cognitive and motivational factors such as environmental knowledge, awareness and attitude as potential moderators of these relationships.
1 3	Enhancing the FIRM'S green performance through green HRM: The moderating role of green innovation culture	(Muisyo & Qin, 2021)	<i>Journal of Cleaner Production</i>	2021	Future research endeavors may contemplate the utilization of secondary data, which can be obtained from publicly accessible corporate data and annual reports.
1 4	Analyzing the relationship between green innovation and environmental performance in large manufacturing firms	(Rehman, Kraus, Shah, Khanin, & Mahto, 2021)	<i>Technological Forecasting and Social Change</i>	2021	Thus, future studies may further distinguish between various GI types. It will also be crucial to carry out a thorough analysis of the effectiveness of business environmental strategies.
1 5	Linking green innovation performance and green innovative human resource practices in SMEs; a moderation and mediation analysis using PLS-SEM	(Iqbal et al., 2021)	<i>Current Psychology</i>	2021	Future research ought to concentrate on creative green HR practices and how they affect new businesses.

1 6	<i>Green Entrepreneurial Orientation and Green Innovation in</i>	(Chaiyawit Muangmee 1, 2021)	Social Sciences/ MDPI	2021	Subsequent studies ought to explore supplementary internal and external variables that may impact green innovation and business outcomes.
1 7	An environmental policy of green intellectual capital: Green innovation strategy for performance sustainability.	(Wang & Juo, 2021)	<i>Business Strategy and the Environment</i>	2021	Subsequent investigations could potentially construct a more all-encompassing theory of enhancing economic performance by incorporating these variables into the proposal model, for instance via regression analysis.
1 8	Green innovation and environmental performance: The role of green transformational leadership and green human resource management	(Singh, Giudice, Chierici, & Graziano, 2020)	<i>Technological Forecasting and Social Change</i>	2020	For the purpose of better understanding and explaining SMEs' green innovation and environmental performance, future research should sample the perceptions of both internal and external stakeholders.
1 9	Green human resource management and environmental cooperation: An ability-motivation-opportunity and contingency perspective	(Yu, Chavez, Feng, Wong, & Fynes, 2020)	International Journal of Production Economics	2020	Future studies might look into how GHRM and GSCM work together to improve business performance (as measured by operational, financial, and social performance metrics).
2 0	Green human resource management, green organization identity and organizational citizenship behavior for the environment: the moderating	(Liu, Mei, & Guo, 2021)	Chinese Management Studies/ Emerald Insight	2020	Gives businesses theoretical pointers on how to successfully implement green management.

2 1	effect of environmental values Corporate social responsibility and environmental performance: The mediating role of environmental strategy and green innovation	(Kraus, Rehman, & García, 2020)	Technological Forecasting and Social Change	2020	future researchers can conduct a similar study in other countries to see the changes. Moreover, circular economy principles can be used to determine social, environmental, and economic performance (Ferasso et al., 2020)
2 2	Systematic review on environmental innovativeness: A knowledge-based resource view	(Pham, Paillé, & Halilem, 2019)	Journal of Cleaner Production / Elsevier	2019	Subsequent investigations ought to explore the moderating impacts of GHRM practice, particularly those proposed in our model: green climate and culture, green organizational learning, green performance appraisal and awarding, and green training development.
2 3	Promoting employee's proenvironmental behavior through green human resource management practices	(Saeed et al., 2019)	Corporate Social Responsibility and Environmental Management	2019	Future research should look into other mediators (e.g., green commitment, job satisfaction, and green lifestyle) and moderators (e.g., environmental consciousness and green self-efficacy) to further explain the effect of green HRM practices on proenvironmental behaviors.
2 4	Cultivating Green Human Resource Management (GHRM) to Small and Medium-Sized Enterprises (SMEs) for Green Performance	(Marditama, T, & Yusoff Yusliza, M. 2023)	Greenation International Journal of Tourism and Management	2023	As a result, this research advises policymakers and practitioners within SMEs to prioritize environmental

25	Green human resource management and sustainable organization literature: A mini-review approach	(Marditama et al., 2021)	Proceedings of the International Conference on Industrial Engineering and Operations Management	2021	management and green performance when developing GHRM strategies. Small and medium-sized enterprises (SMEs) may find it useful to hire people who share a commitment to environmental protection.
26	Green Human Resource Management, Customer Environmental Collaboration and the Enablers of Green Employee Empowerment: Enhancing an Environmental Performance	(Hutomo et al., 2020)	DIJEFA Volume 1, No 2, May 2020	2020	Green Human Resource Management is an environmentally sound business development involving human resources as the organisation's main driving factor. The important role of the GHRM system is to improve employee welfare in long-term organisational performance. business.
					The specific objectives of the study are (1) positive relationship between GHRM practices, employee green empowerment and environmental performance; and (2) researchers have determine positive interaction effect GHRM practices, employee green empowerment to environmental performance mediating by customer

					environmental collaboration.
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IV. RESULT

By identifying the context and implications of the article in the mini-review, this article is methodically summarized.

Based on earlier studies on the subject, a proactive environmental strategy may have a positive impact on environmental performance while mediating the relationship between green innovation and environmental performance. Examples of such strategies include pollution reduction, product stewardship, and sustainable development (Hart, 1995; Hart and Dowell, 2011). Although HR employees may have the best of intentions, they may not have the necessary expertise to have a positive environmental impact. However, a company engaged in green innovation will probably see a significant improvement in the environment (Rehman et al., 2021b).

The findings of the previous study, which drew on the resource-based viewpoint and the ability-motivation-opportunity theory, revealed that GHRM indirectly influences SMEs' environmental performance through green innovation. Overall, all direct and indirect hypotheses are supported by the study's results, which also have a number of theoretical and practical ramifications (Singh et al., 2020a). Another earlier study discovered that by analyzing the opportunity, motivation, and ability components of GHRM and how they affect the company's green performance, their study significantly advances the field of green management research. Additionally, the study offers an integrated research framework that enables organizations to make strategic green decisions about green management that are effective and sustainable, opening up new directions for future research on green management (Muisyo & Qin, 2021).

The previous study (Awwad Al-Shammari et al., 2022) looks into the connection between green innovation and green human resource management bundle practices, as well as how they affect sustainability performance as determined by the Triple Bottom Lines (i.e., environmental, social, and economic performance). The findings show that sustainable performance is significantly impacted by green innovation, and that green innovation partially mediates the relationship between sustainable performance of SMEs and green human resource practices. This research shows that using GHRM can improve a company's GI implementation, which in turn improves the firm's sustainability. The study also shows how environmental management techniques can lead to increased sustainability in the innovation and human resource sectors. At the employee level, environmental beliefs and values that act as moderators of the HRM-performance relationship were not investigated. Consequently, we suggest that in order to better understand how GHRM influences green innovation, future research should determine the role that employees' environmental values and beliefs play. Additionally, future research should sample internal and external stakeholders' perspectives on green innovation and sustainable performance.

Process and product innovation through enhanced manufacturing procedures and product design comprises green innovation. The goals of green innovation are to minimize waste, save energy, cut down on pollution, and lessen the negative environmental effects of a company (Dangelico & Pujari, 2010; Woo et al., 2014). Green innovation reduces environmental costs by expanding market share and creating new markets (Chen et al., 2006), improves resource productivity (de Burgos-Jiménez et al., 2013), and improves environmental performance (Singh, Del Giudice, Chierici, & Graziano, 2020). According to Dangelico et al. (2017) and Singh et al. (2022), green innovation gives businesses a "firstmover advantage" in terms of new market opportunities, enhanced brand recognition, and competitive advantage.

Ultimately, organizations should be focused on sustainability and environmental friendliness because both developed and developing nations are dealing with a lot of major issues. Due to these circumstances, immediate action is needed to change the world and adopt green practices. Environmental responsibility includes business operations that must be highly competitive in the global economy while still being effective, efficient, and valuable (Yong et al., 2019).

V. CONCLUSION

Small and medium-sized businesses, or SMEs, are essential to the economic expansion of nations, particularly developing nations. Environmentally friendly business practices are necessary to help SMEs meet their performance targets for green innovation in light of this economic growth. A previous study discovered that the relationship between green innovative human resource practices and firms' innovation performance is strengthened by increased green organizational commitment (Iqbal et al., 2021). For optimal green performance, the study also proposes the novel idea of combining GHRM and Green Innovation Culture (Muisyo & Qin, 2021). Moreover, the ways in which these GI types perform their mediating roles may vary. Thus, future studies may further distinguish between various GI types. An in-depth examination of businesses' environmental strategies and their effectiveness will also be crucial (Rehman et al., 2021b).

Policymakers and managers have begun to recognize the significance of green innovation towards sustainable business performances as environmental issues are becoming an integral part of business performances. However, there hasn't been much research done on how green innovation and green entrepreneurial orientation relate to small and medium-sized enterprises' (SME) financial performance. SME managers can benefit from additional green innovation and green entrepreneurial orientation in understanding the elements that contribute to sustainable business performance. Subsequent studies ought to explore supplementary internal and external variables that may impact green innovation and business outcomes. An additional constraint pertains to the study's population. This suggests that because different industries behave differently, there might be problems with generalization. Thus, it is recommended that future studies try to make inferences from various emerging economies, including but not limited to Vietnam, Romania, China, Pakistan, and Russia (Chaiyawit Muangmee 1, 2021).

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