

Green Human Resource Management: A Literature Review and Identifying Gaps

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Abstract:

Background: Environmental protection and sustainability are prominent issues in the twenty first century. Corporate and multinational organisations in Nigeria are putting in place competent skilled workforce and people policies in the creation of ecosystem friendly environment and sustainable development.

Aims and Objectives: The overall objectives of this research were to conduct a literature review of the role, importance and identification of gaps of Green HRM.

Methods: An explorative and qualitative research approach was purely adopted, which was based on intensive review of twenty past literatures from impact journals. Data was collected from previous Scopus and google scholar database impact articles from a period of 2005-2024 which assisted us to identifying the gaps and build knowledge in the field.

Results: Literatures reviewed from the past articles proved that Green HRM practices promote environmental sustainability, support social wellbeing of the people and ensure green performance. Hence, the gaps from previous articles revealed that companies in Nigeria do not adequately support environmental protection and ecological wellbeing due to poor compensation for human capital.

Limitation: The study was limited to peer review of previous literatures by identifying the gaps in green human resources practice. Integrating environmental and ecosystem management into HRM policies in an organization assisted in the overall environmental performance.

Conclusion: Government support on green regulatory framework should be developed to ensure effective implementation of green environmental strategies and sustainability. Integrated green culture and environmental management should be cultivated among employees.

Keywords: Green human resources practices, green environment, green sustainability, ecosystem, sustainability, support social wellbeing.

1. INTRODUCTION

Undoubtedly, environmental protection has become one of the most involving, critical and universal (Liu & Raven, 2010) pressing complications in recent decades. Thus, policy makers and managers have placed a pause on the importance of protecting the natural ecosystem and its resources for future generations (Howard-Grenville *et al.*, 2019). The issues facing the environment includes pollution, health hazard, land degradation and deforestation. Due to this problem, business organizations are under increased pressure to create and implement green management by implementing eco-friendly policies and practices (Nagadi, 2022; Prasad, 2013). In order to

achieve these practices, numerous companies put in place formal environmental organisational structure and coordination to enhance sustainability practices and environmental requirement. Since the 1990s, this approach has been seen as one of the most important means of achieving sustainable development (Darko *et al.*, 2017). Several areas, including marketing, finance, and operations, have integrated environmental management (Mittal & Kaur, 2023). Human resource management has recently become involved in environmental initiatives (Prathima, 2012; Rawashdeh, 2018). According to (Rawashdeh & Al-Adwan, 2012; Padhy & Panda, 2020), states that the most valuable and treasured asset in managing green environment is the human capital since it can

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bring all of the operations together to create positive friendly environment. Many academics have focused on the relationship between environmental management and human resources because they believe that it is crucial to attaining sustainable development in firms. They have also emphasized the significance of employees implementing green practices within the company.

Green HRM refers to the alignment of HRM with environmental management and is intended to help businesses improve environmental performance by increasing employee environmental commitment (Longoni *et al.*, 2018). Hence, (Opatha & Hewapathirana, 2019) stressed that company's provide strategies, guidelines and procedures to support GHRM which enables beneficial-employees to behave more appropriately in the environment of business and ensure that employees are environmentally friendly and committed. (Amjad *et al.*, 2021) also emphasis that numerous GHRM practices including employee engagement, employee selection process, HR development, compensation system and employee's appraisal system do provide and support workers to be environmentally friendly.

Apparently, for viable and profitable organization to fulfil their environmental and sustainable goals for going green, human capital managers must focus on people friendly initiative to protect the environment and resources. Thus, this can be accomplished by drawing in and keeping bright, environmentally conscious people with specialized training and understanding of green human resources (Das & Dash, 2023). Furthermore, the concept of green strategic orientation, has gained prominence in modern ages due to the concern and yearning for the management and proffering solutions to environmental issues. Thereby initiating and adopting numerous green initiatives such as renewable energy, recycling, employee green training, sustainable green packaging initiatives, Eco- friendly gifts, environmental procurement, green marking, business green and green transportation and logistics and finally water conservation. Since any human resource support business that is concern about green practices must have GHRM proficiency to demonstrate green eco-friendly initiatives and implementation (Raza & Khan, 2022). There is conscious and countless demand for environmental sustainability initiatives which is geared towards HR policies and programs. Hence, there is call by global competitive organisations to adopt a more environmentally friendly responsibility. Which can stimulus green competitiveness and resource utilization (Fawehinmi *et al.*, 2020). On the contrary, many organisations are polluting the environment from waste discharge and having unconcern for the eco-system. In order stop this trend, menace and unfriendly altitude towards the environment, United Nations and in collaboration with the International Labor Organization (ILO) Initiated an environmentally friendly Programs and sustainable initiatives on green employee training and development with a supportive effort of GHRM. The idea of "green HR resources" is to gained a lot of traction in the business world as a key component of many policies that

provides a supportable and justifiable use of recognition and in the same time provides a well-known asset generally and the sustainable environment specifically. Convincible, environment that is maintained and protected is viable and essential component of environmental sustainability, which stands reflected continuously in all human resource practices.

Seemingly stating clearly, the problems and identifying the empirical gaps to be filled, research from different authors has revealed that the majority of businesses are distinguished by their executed funds on research related to studies on GHRM practices. Furthermore, organization inability to educate and trained employees on green task is of great dilemma due to high cost of technological involvement and consultation of foreign expertise. Compared to other businesses worldwide, Nigerian organizations have learned over the years how important green human resource management as assisted in achieving organizational goals. It has been noted, according to (Udokwu *et al.*, 2023) that Nigeria's human resource management corporate firms has not done effectively in promoting and expanding the practice of green sustainable human capital programs. Therefore, this is in support of a considerable disparity that exists in comprehension how green resources has resulted to organisational competency, effectiveness and performance (Inegbedion *et al.*, 2022). More so, one of the main issues facing management in any organization is finding the most efficient means of employing the most efficient and supportive employees that best fit the position of GHRM with a view to achieving sustainable eco-friendly objectives. Due to the novelty in the field of green management practice there is a dearth of research among numerous bodies of academic literatures in Sub-Sahara Africa and most especially in Nigeria. Hence, numerous empirical studies on green recruitment are a missing link.

Against this backdrop, GHRM is not a field that receives much investigation in Sub-Sahara Africa countries, most especially in Nigeria, despite the urgent need for green organizations. Due to a study gap in this field, it is now crucial to investigate GHRM in Nigeria. There is a negation in the literature, which makes the research necessary. The study tends to emphasize the significance of implementing green practices in human resource management and review various literatures on GHRM practices, specifically, which entails recruiting, learning and skill acquisition, and green incentive structure on eco-friendly outcome.

2. METHODS

This study purely adopted the qualitative research approach which is based on extensive review of past literatures and identifying the gaps in the literatures. In order to build a reliable knowledge in the field, a research archives base was adopted in order to review past articles from Scopus index journals, Taylor and Francis online, emerald, and saga journal cites and other articles in Google scholar. Hence, data was collected from Scopus and google scholar database impact articles from a period of 2005-2024. Moreso, existing literatures that meet the standard of modern day on GHRM was employed and given priority.

3. LITERATURE REVIEW

Numerous studies have conceptualized the terms GHRM from different perspective. Interestingly, the conceptualization of "green management" can be traced back and found in the chronicle of environmental resource management and preservation, but the focus is to deeply understand the need for resources, conservation and preservation of valuable, renewable resources for the future growth of the nation and organisational sustainability (Barrow, 2006). Previously, corporate enterprises and the entire stakeholders compared and associated organisational outcomes with company achievement. Conversely, this view and determination is no longer suitable for this accomplishment and success. Hence, the drive for environmental hazard must be minimized and the tendency for social and environmental sustainability must be understood and recongnised. In view of this, the emergent of green management in the 1990s and formally gained a wide perspective globally in 2000s (Lee & Woo, 2020). Therefore, the perspective of management is to create a long-range plan that contains how to control and manage the environment. Also, to ensure that employees and corporate social organisations comply with regulations and must incorporate the concept of corporate social responsibility, product stewardship and pollution prevention.

Green HRM is a tactics and methods to encourage an organization's internal resource management with the purpose of achieving environmental sustainability (Amjad *et al.*, 2021). According to (Shafaei *et al.*, 2020), the term "GHRM" is most frequently used to characterize executive and individual concerns about creating methods and procedures that lead to increased corporate ecological planning. To ensure the involvement of the public as it stands in ecological planning procedure and policies, organisations must acknowledge the basic reward systems in order to motivate employees and individuals to embrace co-friendly environmental safety and protection in the work of environment and surroundings (Al-Swidi *et al.*, 2021; Suharti & Sugiarto 2020). However, today workforce and individual behaviour have digressed from the obligation of safety and protection of the environment (Rasmussen, 2011; Schirra, 2024). Essentially, companies are expected to use GHRM strategies to demonstrate the effectiveness of potential and current employees and to showcase their value social priorities in a green environment (Saeed *et al.*, 2019). This increases the firm's perceived peripheral appeal then makes it more desirable to work in such environs. Thus, the views of the workforce in a corporate entity state that Green HRM are likely to lead to employee organizational identification and social uniqueness and personality. In order to improve and enhance their own sense of self-esteem and sense of belonging within the company, workforce is expected to exhibit good moral behaviour at the workplace. Hence, individual workers in the workplace have a lot of opportunities to protect the ecosystem and to be involved in training and enlighten the public on the need to protect the environment and to keep the environment from degradation. Other fundamental green events include minimizing the number of written words used in executive execution, compensation evaluations, etc. Despite the prevalence of

"green washing" (Walker & Wan, 2012) in waste reduction efforts, there are also abundant significant opportunities and prospects to implement sustainable practices effectively. However, with the creation of HR form, HR will continue to significantly influence businesses, therefore it would be better to open the door and integrate HR in alignment with company comprehensive sustainable initiative (Robert *et al.*, 2012; Robert, 2017). Similarly, defined "green human resource management" as includes operations related to hiring, selecting, developing and educating employees, rewarding them, putting the system into place, and providing continuing maintenance with the goal of turning every person into a green member of the organization. Green human capital management explicit concentrates on transforming conventional workers into environmental conscious workers is essential for achieving the organization's ecological objectives and significantly enhancing the sustainability efforts of the company (Hosain & Rahman, 2016). For the intended advantage of employees, companies and environmental ecosystem, it pertained to company framework and guidelines designed to cultivate environmental awareness or issues among the workforce. The objectives of environmentally friendly HRM are to cultivate, promote and sustain environmental conscious practices among all workforce within the organization, thereby contributing financially for both ecological conservation, human conservation and company sustainability. In view of the previous facts, human capital management is basically people oriented which is anchored on human asset crucial to the continuation of corporate goal attainment and advancement (Ingham, 2007).

Consequently, in an intricate and complex society of the ecosphere, the management of a company bears the responsibility of securing and retaining skilled personnel who are environmentally conscious. In the light of this, the human capital division in any corporate entity should be able to make major contribution or formation of cultural continuity, longevity and support. Subsequently, many scholars particularly in the field of managing people and organisational development contended that the quality and availability of competent human capital dictates the usefulness and effectiveness of strategic innovation tools and human capital planning. Thus, the concept of utilising each workforce is to promote sustainable practice, increases employee's engagement to sustainability concerns and the same time increase employee's responsiveness on green behaviour and gained prominent in environmental management (Sabokro *et al.*, 2021; Zibarras & Coan, 2015).

3.1. Green Recruitment and Selection (GRS)

To attain optimal HRM practice, the implementation of paperless recruitment and engagement methods such as online application forms, virtual interviews, and telephone interviews significantly reduces the volume of paper waste produced, as well as the fuel consumption associated with travel for in-person interviews. All of these enlistment and engagement strategies reduce the amount of environmental deterioration and degradation. Recruiting practices can support greater environmental sustainability by ensuring new hires are fully informed of the company environmental cultures and

values. Previous researchers indicated that potential workforce is well informed about the corporate ecological and conservation policies (Wehrmeyer, 1996). Certain commercial organizations take into account people with expertise of natural resource conservation and preservation when filling job openings in order to promote environmental sustainability. That business company asks environmental inquiries of candidates throughout the selection interview process (Cappelli, 2001). Furtherance to the recruitment and selection benchmarks of a firm relating to specific core duties, roles and responsibilities of status and position enlisted by companies, green conservativeness and ecology co-friendly is a major approach corporate firms should adopt and fully implement. Essentially, the process of implantation of environmental conscious hiring and responsible recruitment of adequate personnel in an organization, can be effectively done by identify the HRM needs of the organization (Nejati *et al.*, 2017) and ensuring the process of recruiting the applicant was transparent and the applicant meet the requirement process of achieving co-friendly ecological objectives of the organization (Armstrong & Brown, 2019).

In any given strategic enterprise, human capital executives take the most serious approach to recruitment, employment and selection process. This is due to organization success and efficiency in determining the caliber of people hired during recruitment process (Ferris *et al.*, 2002). According to (Armstrong & Brown, 2019), there are four steps in the recruiting and selection process: Establishing the job needs, attracting candidates, choosing candidates, and assigning them to a position. According to (Boxall, 2013), a lot of businesses, even those with ample resources, still believe that hiring new employees is all about finding young people who have just graduated from college or who have only been in the workforce for a short while. But recruitment and selection also include luring qualified applicants, weeding out unfit applicants, and turning the chosen applicants into productive team members. HR managers should be aware of the goals, guidelines, and procedures pertaining to the selection process. This is so that a better work environment may be created, as the practices' goals are to enhance the appropriate and suitable relationship among workforce, HR teams and company procedures (Jabbour & Santos 2008; Hiltrop, 1999). In conclusion, below is a review of empirical literatures on GRS summarized in Table 1.

3.2. Green Training and Development (GTD)

Employees have the opportunity to gain knowledge about the company's environmental objectives, including the reduction of greenhouse gas emission, by participating in training programs (Markey *et al.*, 2015). Hence, providing environmental training to organizational members can equip them with the managerial and technical competencies necessary for the preservation and conservation of natural resources, thereby promoting environmental sustainability (Bilderback, 2024). Reaching organizational sustainability also requires raising environmental consciousness among all staff members through conferences, seminars, and workshops. Most especially, the various essential elements of green human and

environmental management within appropriate corporate driving firm which entails education, workforce training and development focused on environmental sustainability (Ahmed, 2015; Mishra, 2017). Apparently, environmental sustainability is very challenging to achieve the intended environmental performance of the corporate organization without the critical green HR programs such as education, training, and development. Thus, it appears that some corporate organizations have come to understand the value of environmentally conscious training, development, and education for conserving the natural resources and protecting the natural phenomena.

Numerous organizations offer their staff efficient training programs on how to engage in environmentally friendly activities to reduce or eliminate greenhouse gas emissions, as well as enhance their managerial and technical abilities for the preservation and conservation of natural resources and support the growth of environmental sustainability (Cook & Seith, 1992). Few businesses understand the value of green development and training initiatives for both environmental and organizational sustainability (Pradhan, 2020). Maintaining economic growth while ensuring the sustainability of organizational growth is currently the most difficult issue facing the business community. In addition, green education regarding environmental issues is provided during green training sessions (Boo & Park, 2013) in order to influence the attitudes and behaviours of managerial and non-managerial staff (Jeruto *et al.*, 2017). Integrating financial development and improvement with sustainable development is another difficulty facing the globe today. Furthermore, the business needs to provide environmental education that will influence organizational management and non-administrative staff to adopt a different mind-set (Jeruto *et al.*, 2017). Unexpectedly, GHRM incorporates explicit human resource practices and policies into the financial, social, and ecological pillars of sustainability (Renwick *et al.*, 2015). (Bateman & Snell, 2013) explicitly state that HR development involves equipping managers and professional staff with the comprehensive skills required for their present and future roles, (Lacerenza *et al.*, 2017) while training focuses on instructing subordinate or junior staff in new techniques in the execution of their current duties. According to (Jehanzeb & Bashari, 2013; and Nabi *et al.*, 2017) put it this way that Training and development is "an educational and learning process aimed at refining skills, enhancing understanding, modifying behaviour, and acquiring additional knowledge to improve employee outcomes".

The ultimate goals for green training are ensuring that employees become fully competent to handle environmental issues and to be able manage adequately resources of the organization (Gull & Idrees, 2022). Hence, green training behaviour tends to minimize the amount of time spend on the job function upon employee appointment, transfer, or promotion. Furthermore, green training and development help people grow within the organization so that it can meet its future needs of managing human ecological system. This could be achieved through effective green training and skills

acquisition programs which help to develop employees' skills and competences. Essentially, the goals of GTD are to increase employees' capacity to move into jobs that may not yet exist and to prepare them for other positions within the company, it also helps employees get ready for changes that may occur in their current roles due to new work designs, technology, or customer preferences. A corporation must invest in employee development if it is to increase quality and successfully navigate the obstacles posed by social change and global competitiveness (Noel, 2024). Therefore, enhancing human capital through ongoing training can boost each worker's productive output by raising their skill level or elevating their mood and degree of job satisfaction (Dessler, 2017). Apparently, the degree of employee satisfaction can be obtained from corporate on-the job training programs which makes them to have having better knowledge, skills, abilities, green attitudes, and behaviours (Norton *et al.*, 2015) on how to sustain the green environment with a view to accomplishing corporate performance and ecological sustainability (Lacy *et al.*, 2009; Jackson *et al.*, 2012). Below is a review of literatures on green training and development summarized in Table 2.

3.3. Green Performance Appraisal (GPA)

Assessing an employee's environmental performance in a company is a highly challenging assignment. It is therefore essential to establish standards for environmental performance, and in order to promote green human resource practices, a performance evaluation system must be implemented (Sharifa & Othman, 2020). In order to accomplish the green goal target, this can be started by tying performance evaluation to the obligations listed in the job description within the company organization. Hence, companies' assessment and measurement on human capital performance is based on their green involvement or embarking on environmental issues in congruence with their roles (Shah, 2019; Wulansari *et al.*, 2018). Furthermore, appraisals of company workforce need to be conducted and completed autonomously and separately as an integral critical element of organization's outcomes assessment plan (Hervani *et al.*, 2005; Hiba & Ayham, 2017). Consequently, rewards for achieving organizational sustainability in a corporate organization can be both monetary and non-monetary in nature. Increased pay, bonuses, and cash incentives are examples of monetary benefits for contributions to environmental sustainability; non-monetary awards include gifts for staff members and their families and special leave. All of these green rewards system and strategies employed by organizations support ecological, human and healthy wellbeing of man and the same time ensure environmental viability and friendliness. (Mishra, 2017; Amjad *et al.*, 2021). Therefore, appraising the employees makes the organisations to identify areas of needs and channel proper rewarding packages include offering inducements to staff members to reprocess and salvage waste appropriately in order to meet the environmentally sustainable development goals (SDGs) of the country. Again, regular performance evaluations system identify potential employee needs which buttress whether the employees need training or not. Above all, a well-functioning assessment

structure can raise employees' performance in the future. The evaluation plan can also serve as the foundation for a review of expected career advancement and monetary compensation, (Mackay, 2007). Effective performance appraisal is thought to have an impact on organizational performance since it is a prerequisite for salary increases, promotions, and training. Therefore, below is a summary empirical literature relating to green employee performance appraisal. Hence, Table 3 shows a summary of literature review for GPA.

3.4. Green Employee Compensation Plan (GECP)

The concept compensation necessary represents the entirety of financial remuneration or benefits provided by the to the employers by employees as a result of their engagement and roles in the workplace. Rewards as an integrated and coherent financial system used by organisations to achieve strategic HR goals. Hence, it is very significant for HR-reward/compensation managers to develop or design a compensation plan which is fairly, equitably, and consistently in line with the value and HR goals of the organisations (Armstrong & Brown, 2019). Therefore, companies formulate strategic goals in order to achieve a eco-friendly and sustainable environment with the view to satisfying the needs of the human capital, organization and its entire stakeholders (Armstrong & Brown, 2019). Furthermore, the proper remuneration and compensation of employees should be in accordance with their roles, responsibilities, skills and most especially their contributions to the organization (Armstrong & Brown, 2019). Moreover, the rewards should be equated with the extent people contributed to managing the resources of the organization and the degree of employee green practice (Sharifa & Othman, 2020). The overall goal of green compensation is to influence or induce employees to be socially responsible in achieving sustainable goals, eco-environmental friendliness and to advance firm environmental outcomes (Basheer *et al.*, 2024). Ironically, the idea behind green compensation system acknowledges the fact that those employees are expected to be encouraged to behave in eco-environmentally friendly manner and to compensate them substantially base on their efforts. Essentially, the goal of the organization is to achieve the tendency of employees towards environmental sustainability and to increase their motivating behaviour and commitment toward environmental programs. Consequently, the HR long term strategy is to implement polices on green compensation plan and the various financial and non-financial rewards that could induce workforce towards environmental concern.

Most Importantly, employee remuneration must be approached strategically, focusing on long-term considerations regarding how individuals should be recognized for their achievements and contributions. According to (Armstrong & Brown, 2019), the company's strategy serves as the foundation for "reward strategies and the processes necessary for their implementation." It is crucial to acknowledge that the organization's business and human resource strategies, emphasis that senior management places priority on green compensation and incentives, as well as overseeing both the internal and external contexts of the organization.

As noted by (Aswathappa, 2018), compensation is essentially for employees, as it serves as a primary motivation for their employment and the same time towards green and ecosystem sustainability. The amount of remuneration and financial return also affects an employee's productivity, happiness, loyalty, and standing in society. Better organizational performance was always the outcome of employee remuneration, especially the performance base compensation plan (Tommy *et al.*, 2015). Hence, offering awards to staff members can help a business perform better overall. By rewarding staff members for altering their behaviour, the remuneration plan could take into account the accomplishment of sustainable initiatives. Employees can be encouraged to act environmentally sustainable in this way as opposed to encouraging bad conduct (Zoogah, 2011). In terms of the environment, prizes can be given out when workers meet environmental goals. for example, the 3M's conglomerate firm domicile in United States as part of their competitive strategies provides incentives for suggestions from specific employee groups that enhance environmental sustainability and increase the company's profitability (Fung *et al.*, 2004; Hiba & Ayham, 2017). Furthermore, the organization enjoys exceptional levels

of employee satisfaction attributed to the popularity of its award programs (Arulrajah, 2015). Consequently, it is clear that a limited number of companies have adopted award initiatives to promote desirable employee behaviour. These rewards are primarily classified into two categories: Cash incentives (such as bonuses, cash, and rates) and non-cash rewards (including vacations, time off, gifts, and credit scores (Yavuz, 2004).

In order to achieve this, companies could adopt green management techniques by devoting all available time and resources to integrating green practices with development/vocation profitability, or encouraging environmentally friendly behaviours, such as recycling and waste reduction (Amjad *et al.*, 2021; Kasim, 2024). Additionally, it is often used to encourage employees to offer unique green ideas related to their particular jobs in order to foster certain advancements and development for growth green technology and novelty (Kunapatarawong & Martínez-Ros, 2016; Ahmad & Allen, 2015). Table 4 shows a summary of literatures on GECP.

Table 1. Summary empirical literatures on green recruitment.

| Author Names | Year | GHR Practices | Theoretical Framework |
|---------------------------|------|---|-----------------------|
| Pharm & Paillé | 2020 | Green Recruitment & Selection (GSR) | ABOT |
| Fapohunda <i>et al.</i> , | 2022 | GSR (Develop green job description, Usage of green inf Tech in the selection Process, Short-listing applicant with environmental commitment | ST & ST |
| Okoroafor <i>et al.</i> , | 2024 | GRS (Online applications & Video-Based interviews & Quality of service delivery | RBV |

Table 2. Summary of empirical literatures on green training and development.

| Author Names | Year | GHR Practices | Theoretical Framework |
|-------------------------|------|--|--|
| Tinuke <i>et al.</i> , | 2021 | Green T&D (Developing green abilities, green knowledge) | SET Theory |
| Sarwar & Mustafa | 2023 | GTD as a mediator | Intellectual capital -based perspective theory (ICBPT) |
| Husnain <i>et al.</i> , | 2024 | Green T&D (Responsible leadership, Employees green values & Green creativity | SIPT |

Table 3. Summary empirical literatures on green performance appraisal.

| Author Names | Year | GHR Practices | Theoretical Framework |
|------------------------|------|--|---|
| Tinuke <i>et al.</i> , | 2021 | Green Job Performance appraisal (Environmental responsibilities, Environmental improvement or Initiatives) | Evaluation of measurement model (outer model). |
| Ardiza <i>et al.</i> , | 2021 | Green appraisal & Green compensation (Green Strategic Focus, Measurability & Completeness. | OCBE |
| McGren | 2023 | Green Performance Appraisal (Balanced scorecard). | Goal-setting Theory (GST), Social cognitive theory (SGT). |

Table 4. Summary empirical literatures on green employee compensation plan.

| Author Names | Year | GHR Practices | Theoretical Framework |
|------------------------|------|--|---|
| Tinuke <i>et al.</i> , | 2021 | Green Job Performance appraisal (Environmental responsibilities, Environmental improvement or Initiatives) | Evaluation of measurement model (outer model). |
| Ardiza <i>et al.</i> , | 2021 | Green appraisal & Green compensation (Green Strategic Focus, Measurability & Completeness. | OCBE |
| Altassan | 2023 | Green Performance Appraisal (Balanced scorecard). | Goal-setting Theory (GST), Social cognitive theory (SGT). |

Subsequently, this study adopted the resource-based view proposition (Guerci *et al.*, 2016; Christopher, 2022). The foundation of the organizational theory also known as Resource- advantage theory (Ruiz-Carrillo & Fernández-Ortiz, 2005). The concept is linked to the idea that a company's competitive advantage is contingent upon its effectiveness in utilizing all available resources and the study of (Wernerfelt's, 1984) is associated from previous studies were the resource-based paradigm first emerged. Looking back, some of the components are found in (Wernerfelt's, 1984) publications, which (Grant, 2001) highlighted. In these studies, the significance of resources and how they affect firm performance are emphasized. The company's capacity to maintain a unique set of resources that players in the rival firms are unable to obtain or amass in comparable way is a major concern in RBV (Zahra, 2021). Furthermore, one particularly significant contribution was the paradigm change away from the restricted neoclassical focus and toward a broader reason. Another was the convergence of several academic subjects, the most notable of which being industrial organization economics and organizational economics. Before a theory is formally accepted and integrated into a rigid framework, certain features of it are considered (Grant, 2001). (Grant, 2001) posited that effective resource management, which addresses their limitations, allows for a resource-based perspective of a corporation to elucidate its ability to create a sustainable competitive advantage (Fahy, 2000). According to RBV, company's sustained competitive advantage is attained through its unique resources' rarity, value, uniqueness, non-tradability, and inability to produce results that rivals can copy. This eventually results in a competitive advantage that is both firm-specific and substitutable. Unique resources that a company possesses and that are difficult to purchase, transfer, or duplicate can give it a lasting competitive advantage. In addition, these resources add value to the company while being scarce (Barney *et al.*, 2011; Grant, 2001).

Rather than applying to the resource base level, the adaptations of this theory focus on managerial practices at the capacity level. To put it another way, organization management must maximize the use of all of their current resources, including procedural, knowledge, skill, experience, and tangible, network, cultural, and tangible resources, while also realizing that these resources are always depreciating (Shaw *et al.*, 2013). Resources are the inputs or components that each organization has at its disposal to support its operations and activities. To the degree that no rival can use the same kind of

resources through acquisition or imitation the distinctive value creating resources will produce a lasting competitive advantage (Shaw *et al.*, 2013).

The ability to use the same or similar resources that have the same effects on a firm's performance is necessary for the growth of the organization's human capital and the efficaciousness of its workforce. To comprehend the durability strength of a competitive advantage, a firm's capacity to prevent replication of its resources should be thoroughly examined (Grant, 2001). Rival companies may be market incumbents based on the RBV's characteristics if they lack the resources needed to operate at a level that poses a threat and encourages competition. According to (Shaw *et al.*, 2013), RBV offers the knowledge that some special current resources will produce better performance and eventually create a competitive advantage.

3.5. Gaps in the Literatures

There is no doubt and unequivocal that sustainable green HR management practices play a fundamental and essential aspect in achieving human capital performance (Bombiak & Marciniuk-Kluska, 2018). In the same vein, influencing employee outcomes and help creating environmental awareness and overall success. The objective of eco-friendly sustainability and responsible management is protecting the surroundings from negative impact of waste production and depletion and the same time foster the sustainable use of resources through human resource management policies (Ahmed, 2015; Chams & García-Blandón, 2019). This introduction sets the stage for a deeper exploration of the multifaceted impact of green environment and human capital strategy and organization performance, (Mishra, 2017; Aftab *et al.*, 2023) shedding light on the challenges and opportunities it presents for the contemporary business landscape (Kant, 2024; Porath, 2023).

Despite the existing research on green recruitment and selection, (Mwita & Kinemo, 2018) and their impact on various dimensions such as employee behaviour (Rehman & Khaton 2022), retention, productivity (Goma & Okpara, 2022), organizational behaviour (Inegbedion *et al.*, 2019; Inegbedion & Oghojafor, 2021), there is still a significant gap in understanding the specific influence (Pharm & Paillé, 2020) of a green recruitment on employee effectiveness. While these studies provide valuable insights into the underrepresentation and disparities in green recruitment and selection practices

(Chiang & Birtch, 2010), there is a dearth of research investigating how green recruitment can shape employee's effectiveness. Imminent investigate in this domain should examine the nuanced mechanisms and related features recruiters encounter in recruiting and selecting employees to fill certain positions, shedding light on the relationship between recruitment processes and employee effectiveness.

Subsequently, Despite the existing research on staff development and self-evaluation and its effect on employee performance (Daoanis, 2012; Taut, 2007), the impact of performance self-evaluation on employee's performance (Nadeem *et al.*, 2023), there is still a notable gap in comprehending the precise effects of performance appraisal and employee performance. These studies have provided valuable insights into how performance appraisal relates to different domains, yet a more nuanced exploration of how performance appraisal specifically influences employee performance remains lacking. Impending studies in this domain should delve into the intricate mechanisms and contextual factors that mediate the relationship between performance appraisal and employee performance, (Bijalwan *et al.*, 2024) and advancing our understanding of this critical relationship in diverse contexts and sectors.

Although, the existing research on motivation and job satisfaction (Chandrakant & Rajesh; 2023), employee motivation and performance (Nkuda, 2023), there is still a notable gap in comprehending precisely how compensation motivate employees. These studies have provided valuable insights into how performance appraisal relates to different domains, yet a more nuanced exploration of how performance appraisal specifically influences employee performance remains lacking. Future research in this domain should delve into the intricate mechanisms and contextual factors that mediate the relationship between compensation plan and employee motivation, and advancing our understanding of this critical relationship in diverse contexts and sectors.

Finally, another gap identified is on motivation and job satisfaction (Chandrakant & Rajesh; 2023), employee motivation and performance (Nkuda, 2023), there is still a notable gap in comprehending precisely how compensation motivate employees. These studies have provided valuable insights into how performance appraisal relates to different domains, yet a more nuanced exploration of how performance appraisal specifically influences employee performance remains lacking. Forthcoming study in this domain should delve into the intricate mechanisms and contextual factors that intermediate on the linkages between compensation plan and employee motivation, and advancing our understanding of this critical relationship in diverse contexts and sectors (Liang *et al.*, 2015).

CONCLUSIONS

The literature review provided an in-depth evaluation of related literature from three aspects of conceptual, empirical and theoretical reviews. It investigates the ways in which incorporating environmental factors into HRM operations might affect several aspects of organizational success. The

explicit review of this research highlights the underpinning role of GHRM practices in sustaining and enhancing firm performance (Subramony, 2009). Green recruitment and selection, performance appraisals, compensation plans, and training and development programs collectively contribute to a sustainable and high-performing workforce. As businesses continue to navigate the challenges of sustainability (Wagner & Svensson, 2014), the adoption of GHRM practices offers strategic pathway to achieving long-term success. Organizations that prioritize sustainability in their HRM strategies not only support environmental goals but also gain significant business benefits, including enhanced employee engagement, productivity, and commitment. In conclusion, the integration of GHRM practices into traditional human capital management functions represents a forward-thinking approach that aligns with the evolving landscape (Sagar, 2023) of corporate responsibility and sustainability. By embracing these practices, firms can achieve a harmonious balance between environmental stewardship and business excellence, ensuring their resilience and prosperity in a rapidly changing world.

RECOMMENDATIONS

Based on the various past and present literature review, the following recommendations are proposed:

Clearly articulate the company's commitment to sustainability in job descriptions and highlight the environmental responsibilities associated with the role. This drawn in fascinating applicants who possesses the necessary educational qualifications and experiences and also in harmony with the firm value system and corporate culture (Hickman & Silva, 2018). In addition, establish specific, measurable environmental objectives for employees at all levels. Clear goals provide direction and motivate employees to contribute to the company's sustainability initiatives. Include environmental performance metrics in the regular performance appraisal process. Evaluate employees based on their contributions to sustainability projects and their adherence to green practices.

Consequently, creating incentive programs that reward employees for achieving environmental targets. These can include bonuses, recognition awards, and other financial rewards tied to green performance. In addition to financial incentives, provide non-financial rewards such as public recognition, additional vacation days, or opportunities for professional development in sustainability-related areas.

Lastly, offer training programs that cover a wide range of environmental topics, including energy conservation, waste management, and sustainable practices relevant to the industry. Promoting and encouraging an environment that support a culture of continuous learning by providing ongoing education and training opportunities (Verma & Kaur, 2023). Encourage employees to remain modernized and informed on the latest sustainability tendencies, movement and technologies.

IMPLICATION OF THE RESEARCH

Incorporating environmental sustainability into HRM strategies enables organizations to realize substantial enhancements in their overall environmental performance (Paillé *et al.*, 2014). Enhanced employee engagement, improved performance through goal alignment, effective motivation through incentives, and building organizational commitment through education are key pathways to leveraging GHRM practices for success. As organizations continue to navigate a complex and rapidly changing business environment, implementing GHRM practices does not really correspond and integrate with global sustainability efforts but also positions companies as leaders in responsible (Leidner *et al.*, 2019) corporate citizenship. Management's proactive adoption and effective implementation of GHRM practices will be crucial in realizing these benefits and ensuring long-term competitiveness and success in a sustainable future.

Furthermore, GHRM practices on firm performance have significant implications for government action. By formulating supportive policies, establishing regulatory frameworks, providing incentives, and promoting best practices, governments can drive the widespread adoption of GHRM practices. Such measures on the contrary does not only enhance firm performance but also ensures and sustained a wide-ranging environmental and economic objective (Gunningham, 2009). In an era where sustainability is becoming increasingly critical, governments have a pivotal role in shaping the business landscape to support environmentally responsible practices. By leveraging the positive impacts of GHRM, governments can help create a more sustainable, competitive, and resilient economy. The integration of GHRM practices offers a strategic pathway for achieving these goals, benefiting businesses, employees, and society at large.

In addition, promoting green recruitment and selection, encouraging green performance appraisals, supporting green compensation plans, and facilitating green training and development (Mishra, 2017) can play a crucial role in enhancing firm performance through sustainable practices. These efforts not only contribute to environmental sustainability but also drive business success and competitiveness. As regulators champion the adoption of GHRM practices, they can create a more resilient and sustainable business landscape, ultimately benefiting the broader economy and society. The integration of GHRM into regulatory frameworks represents a forward-thinking approach that aligns economic growth with environmental stewardship, ensuring a sustainable future for all. Finally, GHRM practices support a more sustainable and just world by promoting social well-being, economic resilience, environmental sustainability, and sustainable development. The benefits to society will grow as more companies embrace and improve these methods, underscoring the crucial role that companies play in resolving the world's environmental and social issues. The results highlight the significance of a comprehensive strategy for sustainability, in which the advantages go beyond specific businesses to the larger community, fostering a sustainable future for everybody.

CONTRIBUTION TO KNOWLEDGE

This study has provided substantial advancements in understanding across multiple dimensions, encompassing conceptual, theoretical, empirical and practical elements.

GHRM has made substantial significant conceptual contributions to the body of existing knowledge by reframing conventional HRM methods to include sustainability. GHRM techniques improve a number of aspects of business performance by including environmental considerations into hiring and selection, performance reviews, pay schemes, and training and development. These procedures not only help to meet sustainability goals but also cultivate a staff that is more dedicated, motivated, and involved. With sustainability posing constant challenges to enterprises, the GHRM conceptual framework provides a strategic way to leverage HRM as a key driver of both economic and environmental success. This all-encompassing plan emphasizes how crucial it is to see sustainability as a fundamental part of organizational strategy (Stead & Stead, 2000), with HRM being a key component in attaining long-term sustainable success.

Furthermore, the theoretical contribution of GHRM practices to firm performance, viewed through the lens of the AMO theory, offers valuable insights into how organizations can effectively integrate sustainability into their core operations. By enhancing employee abilities through green learning and skill and performance or talent development (Obaid, 2015), driving motivation through green compensation and performance appraisal, and providing opportunities through green recruitment and organizational practices, GHRM extends the AMO framework to encompass environmental objectives. This comprehensive approach not only supports the achievement of sustainability goals but also enhances overall firm performance. The integration of ability, motivation, and opportunity in the context of GHRM practices creates a synergistic effect that fosters a sustainable and high-performing workforce. As organizations continue to navigate the complexities of sustainability, the theoretical insights provided by the AMO framework in the context of GHRM offer a robust foundation for developing effective and sustainable HRM strategies.

In addition, the empirical contributions to the knowledge of GHRM practices underscore their significant positive impact on firm performance. Green recruitment and selection attract motivated and proactive employees, enhancing overall effectiveness. Green performance appraisals align individual efforts with organizational environmental goals, improving employee performance. Green compensation plans boost motivation and job satisfaction, reducing turnover and increasing productivity. Green training and development foster organizational commitment and innovation, contributing to a more stable and effective workforce. These findings highlight the importance of integrating GHRM practices into traditional HRM functions as a strategic approach to achieving both environmental and business objectives. The positive empirical evidence supports the notion that GHRM practices not only enhance sustainability but also drive improved organizational performance. As the field of GHRM continues to evolve,

further empirical research is needed to explore the nuanced impacts of these practices across different organizational contexts and industries, providing deeper insights into how sustainability can be effectively integrated into HRM strategies. Finally, the practical contributions of GHRM practices to firm performance are substantial and multifaceted. The integration of GHRM practices into traditional HRM functions provides a strategic approach to achieving both environmental and business objectives. By fostering a culture that values sustainability, companies can improve employee effectiveness, performance, motivation, and organizational commitment. These improvements, in turn, contribute to better overall firm performance, positioning the company as a leader in both environmental stewardship and business success.

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The entire work including conceptualization, methodology, analysis, software work, writing, and revising the article before final submission was done by Inegbedion Daniel.

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CONFLICT OF INTEREST

The author declares that there is no conflict of interest regarding the publication of this article.

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During the preparation of this work the authors used ChatGPT for editing purposes. After using this tool, the authors reviewed and edited the content as needed and take full responsibility for the content of the published article.

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