

Practicing Green HRM to Achieve Environmental Sustainability

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Abstract. *The essential point of the ponder is to investigate and discover the affiliation between organizational natural maintainability and utilizing green HRM (green compensation, green hiring, green involvement, and green training), as well as to ascertain the role that an employee's green behavior may play in making the entire work settings green. Environmental responsibility is a crucial area of study. Manufacturing companies worldwide are calling for the advancement of their green center projects due to the growing concern for the environment and its effects on global warming and climate change. In a similar vein, it was emphasized that to gain a competitive edge, there is a constant need for the production and exchange of innovative green ideas while taking into account diverse environmental groups throughout the world. The researchers adopted a qualitative methodology. The study examines the relationship between variables, finding that environmental sustainability and staff green behavior correlate with green HRM.*

Keywords: *Environmental Sustainability, Green HRM, Employee green behavior, and, Green involvement.*

I. INTRODUCTION

Sustainable development and environmental issues have gained relevance recently in both industrialized and developing nations. The adoption of "green practices" by businesses has become necessary as a result of serious concerns about the state of the world's climate and the

creation of worldwide environmental management standards. These factors highlighted that Organizations are becoming aware of the need to integrate environmental and human resource management practices, sometimes referred to as "green HRM" tactics. Human resource management (HRM) aimed at encouraging environmental sustainability is known as "green HRM". [1].

In the future, CEOs and organizations are likely to prioritize sustainability. Environmental regulations and social pressure push organizations to develop systems and practices that successfully reinforce the economic, sociological, and environmental advantages of their goals and strategies. [2]. The a need for businesses to uphold their moral character and long-term reputation. Both stakeholders, including regulators and workers, are happy with the competitive benefit and the sustainability of capital and resources [3]. Recently, researchers have focused on the critical significance of Green HRM activities in driving employee green attachment and green behavior, as well as enhancing firms' environmental performance [4].

Corporate environmental responsibility is a major area of study. This increased concern for the environment and its impact on global warming and climate change has prompted manufacturing enterprises all over the world to assess and advance their green center activities. Similarly, it emphasized the importance of continuing to generate and exchange green innovative ideas, while taking into account diverse environmental organizations in the global market space, to gain a competitive advantage [5]. We are living in

Print ISSN 1691-5402

Online ISSN 2256-070X

<https://doi.org/10.17770/etr2024vol1.7961>

© 2024 Muhammad Ramzan Ali, Zulayho Kadirova, Bakhtiyor Ismoyilov.

Published by Rezekne Academy of Technologies.

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the digital age, it is a highly competitive environment and we have to lead things according to the environment [6, 7].

In the same way that environmental sustainability is tied to sustainability, so is green HRM. A more eco-friendly business management strategy includes "green" human resources management (Green HRM) practices. To achieve the environmental aim of sustainability, businesses must create a green atmosphere that refocuses not just their whole strategy but also their workers' beliefs, attitudes, and behavior. Given that they have an impact on employees' attitudes and behaviors toward the desired environmental results, green HRM initiatives are crucial in this reconfiguration and organizational transformation [8]. The administration of an organization's most valuable resource—its people—has evolved into the core area of management, or human resource management (HRM). It is common knowledge that HRM choices and actions influence organizational problems on a significant and exemplary level. Long-term sustainability is currently being considered for the entire HRM spectrum. To clarify, we think that the most important aspect of long-term sustainability is green HRM (GHRM) [9].

One aspect of green HRM is green recruiting. Hiring individuals with the knowledge, abilities, approaches, and attitudes that are compatible with a business's environmental management systems is known as "green recruiting." Companies that recruit people with a green bent may rapidly hire professionals who are aware of sustainable procedures and are already familiar with ideas such as reuse and preservation. Images of green jobs, paperless interactions, and suggestions for recycling and reducing waste are all beneficial to the cause [10]. One of the major Green HRM operations is compensating employees for their achievements through pay and promotions. Adding a variable pay system to the reimbursement system by connecting it to eco results. Payouts are dependent on acquiring highly developed green talents, and they have a long-term impact [11].

Green training is a further part of green HRM. HRM must focus on increasing employee environmental awareness, equipping them with fundamental environmental knowledge, and increasing the organization's overall environmental "literacy" [12]. According to Pinzone, Guerci [4], To increase environmentally responsible practices at work, a training program is essential. According to social exchange theory, an environmental training program's significant effect could be a staff member's in-role green presentation. A carefully thought-out environmental exercise link is necessary because employees are typically trained in environmental activities and actively involved in such activities in their firm [13]. Finally, green compensation is a key element of green HRM. A system of financial and nonfinancial advantages known as "green remuneration" aims to draw in, keep, and motivate people to support the achievement of environmental goals. It is in line with a strategic reward management strategy. Employees claim that non-cash rewards, such as praise and recognition, may motivate them more [14].

The best strategy to increase involvement and participation is to draw businesspeople who share a commitment to social responsibility and the environment. They can alter the current financial, human, and natural capital in a way that adds value to the company's goods or services in a way that didn't happen before. Additionally, employee engagement teams in EM can assist in reducing waste (because workers are expected to have the most experience with laborious processes and commodities), handle complex jobs efficiently, and foster employee pride and devotion toward their work [15]. The term "employee green behavior" refers to actions taken by employees that are good for the environment [16].

Green actions are those that focus on using environmentally friendly practices to complete tasks in a pleasant setting. Only among the various strategies employed by organizations to increase their environmental efficacy and achieve long-term goals is the adoption of green behavior. Emotions predict subjective behaviors. Previous studies examined the connection between employee contentment and environmental action [16]. The primary aim of the study is to research to find out the association between organizational environmental sustainability and using green HRM (green compensation, green hiring, green involvement, and green training), as well as to ascertain the role that green behavior may play in making the entire work settings green

Our working environment currently requires a steady environment. There is a problem at work; if the company does not establish a green working environment, it will eventually harm the environment as a whole. Jerónimo, Henriques [11] claimed that the firms' inability to include green HR practices in their mission and vision statements is a challenge to their commitment to a green environment. They are unable to achieve environmental sustainability as a result. Pham, Thanh [17] when told that a company's environmental sustainability depends on the level of green employee involvement, employees in any company appear to be engaged in their work, but they are not engaged in the tasks at hand. As a result, this lowers employee performance and lowers total business production.

Previous studies have shown that most academics do not take into account green engagement and behavior when discussing environmental sustainability and green HRM. As a result of employees not receiving green environment training, there is an issue in the workplace where the environment is not green at all. The framework that the current study seeks to investigate has not been the subject of a single study, so to address these issues, the researchers seek to investigate the impact of green HRM and green involvement on environmental sustainability, with employee green behavior serving as a mediator between these variables. There are many gaps in the literature Lack of knowledge of GHRM and environmental sustainability, no integrated approach to analyzing GHRM and sustainability, and a lack of studies in the context of Pakistan, Latvia, and Uzbekistan. Our study focused on covering the gaps.

This study benefits human resources practitioners and managers in general by improving their ability to use the results and recommendations offered in this study to boost the effectiveness of green human resource practices. As a result, this study provides a policy formulation framework that highlights many behaviors that have a significant impact on environmental sustainability. The research findings provide additional information on the trends and direction of HRM in the twenty-first century. This determines the level of HR company rules adopted to ensure compliance with market trends. These measures have the potential to accomplish the goals of sustainable development and Vision 2030. To resolve issues concerning the organization's green culture, As a result, it is advantageous for those HR managers who are pleased with their organization's atmosphere. The study's conclusions will most likely benefit state-owned enterprise management by assisting in the implementation of green HRM to increase environmental sustainability. The knowledge assists them in making the required modifications to meet the environmental sustainability goals of Vision 2030. The findings could form the theoretical basis for future empirical studies on green HRM.

The current study fills this contextual gap by doing this research in the context of Pakistan, which is distinct from the surroundings, contexts, and countries of Uzbekistan, Latvia, and other prior investigations. The study investigates the relationship between green HRM and environmental sustainability among workers from Pakistan, Uzbekistan, and Latvia. Green HRM, environmental sustainability, and employee green behavior have all been the subject of prior study, but in independent studies. By integrating the mediating link of green employee behavior between green participation, green HRM, and environmental sustainability, this theoretical gap is filled in the study. The primary aim of the study is to research find the association between organizational environmental sustainability and using green HRM (green compensation, green hiring, green involvement, and green training), as well as to ascertain the role that an employee's green behavior may play in making the entire work settings green. The study is qualitative and states the main concept of the green HRM on environmental sustainability.

1.1 Research Questions

1. What is the key concept of green HRM?
2. What is the impact of green HRM and employee green behavior on environmental sustainability?

1.2 Research objectives

1. To describe the relation between GHRM and environmental sustainability
2. To describe the relation of green compensation with GHRM
3. To describe the relation of green hiring with GHRM
4. To describe the relation of green training with GHRM
5. To describe the relation of green involvement with GHRM

LITERATURE REVIEW

This section provides the guidelines about literature, the researcher used some steps to identify the literature such as formulating literature selection criteria, VOS Viewer bibliometric analysis, keywords analysis and defining “hot topics” and identifying scientific discussion in theoretical approach, methodology, impacting factors. Sources selected Web of Science (by Clarivate Analytics) keywords: “GHRM” and/ or “sustainability “and/ or “Green involvement” -> n=555. Document type -> “Articles” (proceeding papers, book chapters, editorial notes, newspaper articles – excluded) -> n=301. WOS Categories -> “Business”; “organizational behavior”; “Ethics”; “Management”-> n=180, publication year -> 2015-2022 -> n=160

1.3 Green HRM and Environmental Sustainability

Green HRM is the use of human resource policies, attitudes, and practices inside a business organization to support the sustainable use of natural assets and to avoid environmental harm. Green human resource management is described as HR actions that benefit the environment. Green HRM is crucial for businesses because it tackles the 'triple bottom line,' which combines economic, social, and environmental considerations. Green HRM is picking up ubiquity among scholastics and professionals, and it may be considered the following level of vital HRM, given the more extensive issue of natural disintegration and related risks [18].

“The systematic, planned integration of traditional human resource management activities with the organization's environmental goals” is what green HRM refers to [19].

Masri and Jaaron [20] “Green Human Resources Management (GHRM) refer to the use of HRM methods to reinforce environmentally sustainable practices and improve employee commitment to environmental sustainability issues”. Nejati, Rabiei [21] “Green HRM gives companies with ecologically mindful, devoted, and learned specialists who can offer assistance the company decreases its carbon impression by utilizing existing assets proficiently and successfully, such as media transmission hardware, a few paper printing, work sharing, and video conferencing”.

Furthermore, to meet sustainability goals, organizations must attract job applicants with pro-environmental behaviors and sensitivities since they must rely on their efforts to support ecologically safe practices to support their sustainability fallouts [8]. Such “green-collar recruitment,” [12] Put another way, facilitates competition between workers' and proprietors' ideals and distresses environmental preservation, which boosts employee morale and participation [15]. In the "talent battle", Attracting a high-quality workforce is a top priority for HR. Job seekers prefer to work for organizations that share their viewpoints. Because of rising environmental concerns, hiring firms' environmental image and reputation are becoming increasingly important in recruiting campaigns [12]. In the

"battle for talent," attracting superior talent to a company is a basic human resources challenge [12]. Green recruiting [9], is a process for selecting employees who possess the abilities, qualities, attitudes, and conduct that a firm values. It is a framework that emphasizes the function of the environment and elevates it to a key position within an organization [22]

Green compensation is another part of green HRM. The incentive structure would be intended to promote, reward, and strengthen environmental accomplishments and components of training. (e.g., Jackson, Renwick [23], Govindarajulu and Daily [24], Ramus [25]). Compensation and rewards for going green come in many different forms. The rewards could be monetary (such as premiums, cash, bonuses, and incentives for staff to acquire eco-friendly goods, such as hybrid cars or bikes), non-monetary (such as sabbaticals, time off, and gift certificates), recognition-based (such as awards for excellence, annual award dinners, daily praise), or negative reinforcement or promotional-based (such as criticisms) (e.g., Renwick, Redman [12], Govindarajulu and Daily [24], Bangwal and Tiwari [26]).

Green rewards are described as utilizing "the introduction of a system of monetary and nonmonetary rewards for employees who have a clear potential to contribute to environmental management" [27]. Compensation is a common motivator, and this is also true for environmental management. To promote and reward an employee's greener behaviors and performance, the remuneration process must be structured in a certain way. To put it another way, how well employees support environmental programs determines how they are evaluated and paid. Incentives are crucial for motivating staff members to engage in ecologically friendly activities, according to earlier studies [18].

An effective tool for the sustainable sustainability campaign is green training. Its strength comes from its capacity to accomplish numerous goals at numerous stages: (1) to educate staff on the company's green procedures, initiatives, and creativity, such as the mission and vision statement [28]; (2) to raise ecological consciousness [29] through educating employees on eco-friendly "best practices" such recycling, trash management, energy efficiency, and source selection, as well as reducing carbon impression Ahmad [9], Renwick, Redman [12], [24] and (3) to motivate employees by improving their aptitude for identifying environmental complications and their effects [24]. Green training, also known as environmental training, "employees with the requisite information about a company's environmental policies, procedures, and attitudes" [27]. The evaluation of green performance includes factors such as environmental obligations, environmental events, and the synchronization of environmental issues and strategies. On the other side, organizations struggle to compare environmental performance levels across industries and find operational information on workers' environmental performance [12].

However. Sustainability is frequently described as "the ability to meet current needs without jeopardizing future

generations' ability to meet their needs" [30, 31]. There are several definitions of "green management" for sustainable development in the environmental literature, all of which, in general, aim to make clear the necessity of maintaining a balance between economic growth for capital creation and environmental sustainability for the advantage of upcoming generations [13]. Likewise, sustainability is demarcated as a company's capability to deliver lasting strategies that will help enhance the socioeconomic setting while continuing to provide jobs and economic riches [32].

According to Ciocirlan [33], "sustainability at the macro level begins with individual action at the workplace, implying that the quantity of independent environmental performance can be retrieved before or after the amount of organizational environmental performance" [34]. Given that environmental performance is regarded differently depending on whether the firm is given priority or a different level, Ones and Dilchert [35] argue that it is more appropriate to focus on the firm's associates and, more specifically, employees' perceptions of the performance of the commercial environment "will provide a more accurate image of corporate environmental performance" [36].

The literature describes the links between variables in various research, such as the connection between GHRM and environmental sustainability [16, 37-39]. There is a progressive and direct relationship between green recruitment and environmental sustainability.

1.4 Green Involvement and Sustainability

Personnel who take part in environmental management will have occasions to engage in eco-friendly management, which will inspire them to help with contamination control and environmental opportunities [12]. Green participation is critical for improving electrical and energy efficiency since wastes and emissions in offices are reduced and all sources are completely utilized [40]. From an incorporated viewpoint, Renwick, and Redman [12] demonstrated a variability of workers' green involvement procedures. We well-defined 5 aspects for calculating GI, following Renwick, Redman [12]: Green involvement, green learning, and various media channels. Green action. Concepts and signage known as "clear green views" encourage environmental protection and directly involve workers in environmental issues [12, 41]. Similarly, Jamal and Zahid [38] stated that employees were taking part in green efforts. Employee involvement in green initiatives stimulates and motivates them to contribute to the reduction of waste and pollution. According to a review of numerous research, employee green engagement is promoted, and GI is a key component in enhancing organizational performance (such as reducing waste, pollution, and resource utilization at work). Organizations must encourage and implore their employees to participate in environmentally friendly projects as part of implementing green practices. It's feasible by giving staff additional authority.

The more engaged and enthusiastic employees are about environmental conservation, the more they will be oriented and focused on environmental responsibility [42]. Employees will build mailing lists and problem-solving green squads and teams as a result of their engagement. It

will enhance the company's environmental endeavors and impart fresh knowledge to the employees [43]. GI aspires to provide a strong development-based vision of environmental management while also fostering an atmosphere of cooperative learning for environmentally conscious action. It also allows for the creation of both ordered and unstructured (informal) communication pathways to build an environmentally friendly coordination culture. [44]. GI also permits value enhancement and problem-solving abilities on environmental-related issues due to better awareness of how environmental organizations operate and the development of an environmental conservation community [12, 45].

According to Ciocirlan [33], "sustainability at the macro level begins with individual action at the workplace, implying that the quantity of independent environmental performance can be retrieved before or after the amount of organizational environmental performance" [34]. Environmental performance has been more significant to planning and economic analysis over the past century as a result of the industrialized nations' rapid depletion of natural resources and the reputation of social accountability in the workplace to gain a marginal advantage [46]. Most practitioners and researchers should look at why companies respond to environmental difficulties; this suggests that including environmental presentation initiatives in their business processes will prompt action to improve company performance [47]. The relation of green involvement was also studied in the literature by the researchers [12, 44, 48].

1.5 Green Hrm and Employee Green Behavior

Green HRM is defined as "GHRM can be characterized as a wonder that relates to the understanding of connections between organizational exercises that influence the characteristic environment and HRM framework plan, advancement, usage, and influence." [14]. Kim, Kim [49] "Top administration communication of the natural technique, arrange, and other relevant data to staff, teaching workers to consider present-day natural hones, empowering representatives to take an interest in natural activities, and fulfilling representatives for being ecologically cognizant are all cases of GHRM". Wikhamn [50] "The implementation of HRM strategies and practices that allow the achievement of financial, social, and ecological goals with an impact within and outside the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback is known as GHRM".

Environmentally friendly behavior is referred to as pro-environmental behavior. They are also known as "green" approaches. Green activity is therefore associated with environmental friendliness [51, 52]. EGB is defined as any visible separate action that contributes to the workplace's environmental sustainability [35, 53, 54]. Ones and Dilchert [35], Paillé and Boiral [55], and Norton, Parker [54] Recently, environmental sustainability academics, among others, have emphasized the significance of inspiring green behaviors in the office [56-

58]. Recycling programs, environmental laws, reusing, waste reduction, energy efficiency through technical upgrades, action plans to reduce energy consumption, water usage, carbon dioxide emissions, and conducting life-cycle evaluations are examples of organizational green practices, according to Kirkwood and Walton [59]. Optimistic green behaviors are also defined as the extent to which employees engage in environmental practices outside the scope of their job duties [58, 60, 61].

The green behavior of employees was studied by [16, 62]. Employee green behavior is highly related to environmental sustainability [62].

1.6 Role of Employee Green Behavior Between GHRM and Sustainability:

As discussed before by Smith and O'Sullivan [63] Green conduct in the workplace is a notion that divides a wide range of activities into two groups based on two major features. The first distinction is between direct and indirect behavior (actions to influence others, such as signing an environmental application) and direct and indirect conduct (individual acts such as recycling). The second component contrasts local repercussions (for example, turning off the lights at work) with global implications (for example, developing new environmental management methods) [64]. Kornbluh, Crowfoot [65], May and Flannery [66], Enander and Pannullo [67], Hart [68], and Antonio Ruiz - Quintanilla, Bunge [69] All emphasize the necessity of individual initiative in creating an environmentally sensitive organization. Employee participation in recycling and pollution-control programs has been found to have a major impact on an organization's environmental efficiency [48, 64, 70-73].

The HR job may act as a coworker in assessing what is required or practicable in defining company values and a long-term strategy. Human resource departments of organizations have the potential to have a significant impact on the design of their organization's community of sustainability [74]. Green management and strategies have become an essential component of forward-thinking businesses worldwide. Furloughs, part-time work, and other green HR programs help organizations find cost-cutting choices while retaining top employees. Strategic Green HRM - the incorporation of environmental management into human resource management - is becoming increasingly significant. The best method for HR professionals was to encourage employees to be more environmentally conscious in the workplace [75].

Sustainability is the practice of measuring a company's performance in terms of both economic criteria, such as revenue and investment returns, as well as environmental and social ones [76]. Sustainability entails addressing today's demands without endangering future requirements, with a focus on intergenerational equity. This directly contributes to ensuring future generations' resource security [77].

In the study of Al-Tuwaijri, and Christensen [78], Using the same management approach, it is possible to investigate the connections between environmental

performance and financial presentation. This course examines the strategic strategy for green HRM as a tactical tool for better environmental communication. Additionally, critical limit circumstances include staff responses to variations in environmental performance plans and facilities as well as system improvements versus those plans and facilities. [79]. Long-term sustainability has become a top priority due to climate change, political and social pressure to promote environmental and social accountability and other factors. Corporate managers give sustainable development more of a priority and are crucial in helping many organizations achieve their strategic objectives [80].

The literature states the relationships of the variables in different studies such as the relation of green HRM and environmental sustainability [16, 37-39]. The relation of green involvement was also studied in the literature by the researchers [12, 44, 48]. The green behavior of employees was studied by [16, 62]. The umpiring role of employee green has not been studied in literature by researchers in a single study. Green employees' behavior has a mediating role between green compensation and environmental sustainability.

II. MATERIALS AND METHODS

The researcher has used a thorough methodology to perform the systematic literature evaluation, drawing from previously published SLRs, Tranfield's revolutionary research in 2003, and other SLR guideline articles written by Justine Paul. The stages below delineate the technique that we have employed (or intend to employ) in carrying out our SLR:

1.7 Formulating Research Questions:

We started by developing specific research questions to help determine the breadth of our review. These questions helped us discover relevant studies and concentrate our study. As study's main purpose is to analyze and understand the impact of GHRM.

1.8 Search Strategy Development:

The researcher created a strong search strategy based on well-established SLR standards and rules. To achieve a thorough and targeted search, appropriate databases had to be chosen, search keywords defined, and inclusion/exclusion criteria established. Key words like Environmental Sustainability, Green HRM, and Employee green behavior, and, Green involvement. The researcher used databases Scopus, Google Scholar, Science Direct, and Emeralds.

1.9 Study Selection:

We sorted the retrieved studies according to how well they addressed our research questions using a methodical process. We looked for and chose studies that fit the review's goals by evaluating titles, abstracts, and full texts as needed. Written research includes books, working papers, conference papers, scientific journals, doctoral and master's dissertations, and articles.

1.10 Data Extraction:

We used a prepared data extraction form to retrieve pertinent information from the selected research. This featured data on study characteristics, methodology, sample size, and main conclusions. The extraction procedure ensured uniformity and enabled the systematic structuring of data for further analysis.

1.11 Quality Assessment:

Using recognized assessment instruments, we evaluated the included studies' dependability and quality. This stage was to make sure that our review was supported by solid evidence by assessing each study's methodological rigor, validity, and general quality. After going over each piece in detail, the writers removed any poor research.

1.12 Data Synthesis:

A total of 160 publications were chosen for the current investigation after 10 papers were recognized for data synthesis. We identified recurring themes, patterns, and trends to summarize the findings from the chosen studies. We combined the data using a methodical and exacting technique to make significant findings and offer insightful information about the research issue.

1.13 Reporting and Documentation:

Lastly, we followed Justine Paul's SLR guideline papers and Tranfield et al. (2003) reporting requirements for documenting the outcomes of our SLR. Using tables, figures, and descriptive analyses, we clearly and systematically presented our findings to provide a thorough understanding of the results of the literature review.

III. RESULTS AND DISCUSSIONS

The primary purpose of the paper is to research and find the association between organizational environmental sustainability and using green HRM (green compensation, green hiring, green involvement, and green training), as well as to ascertain the role that green behavior may play in making the entire work settings green. The study is qualitative and presents the key concepts from the literature

It is concluded that green training has a high correlation with environmental sustainability. As a result, improving green recruiting may help any company's environmental sustainability. Simply, more green pay elevates the importance of environmental sustainability. In the literature, research with similar outcomes [11, 18, 39, 81]. Similarly, Environmental sustainability and green HRM are strongly connected. Therefore, enhancing green HRM may enhance environmental sustainability in any kind of organization. Simply said, a company's capacity to manage its human resources more sustainably increases environmental sustainability, which in turn increases the value of its customers and staff. Therefore, if someone wants to improve it, employing green HRM will enhance the perception of environmental sustainability. The studies with comparable outcomes in the literature are [81-84]

Green compensation and environmental sustainability have a strong and positive relationship. We can therefore conclude that raising green remuneration can advance environmental sustainability in every industry. Simply put, more environmentally friendly pay adds value to environmental sustainability, This increases the worth of consumers and workers to any firm. As a result, if someone wants to promote environmental sustainability, they should use green compensation. Previous research has looked into these aspects [81, 85-87]. Further, Green hiring and environmental sustainability are closely associated with one or more. It stated that boosting green recruiting can progress environmental sustainability in whichever industry. Simply put, more environmentally friendly recruiting adds value to environmental sustainability, which nurtures the value of consumers and employees for any organization. So, if somebody desires to increase environmental sustainability, they can do so by using green hiring to increase the impact of sustainability. The studies with corresponding outcomes in the literature are [85-88]

The study demonstrated a strong and advantageous association between green training and environmental sustainability. Because of this, it is important to strengthen green training to increase environmental sustainability. Therefore, using green training to increase the impact of environmental sustainability is a good idea if you want to promote environmental sustainability. The studies with equivalent outcomes in the literature are [85-87]. In light of the literature, it is shown that Environmental sustainability is significantly and favorably correlated with green involvement. Therefore, to promote environmental sustainability, it is important to improve green training. Green involvement affects environmental sustainability. Subsequently, employing green involvement will improve the influence of environmental sustainability if somebody needs to expand it. The research with related findings in the literature are [85-88]. This leads to the conclusion that improving environmental sustainability and green employee behavior can assist businesses in boosting their green compensation. The literature described the connection in the study. [37, 39, 87, 89, 90]. Moreover, increased environmental sustainability can help any organization expand its green hiring, green behavior is a mediator. The study's literature stated the relationship, increasing environmental sustainability can strengthen any company's green training, and green involvement with green employee behavior acts as the intermediary. [37, 39, 87, 89, 90]. Constructed on research,

As stated in the study, our surroundings are a big problem in today's hectic lifestyle. Green HRM and green branding are key topics in our contemporary period, as countries are experiencing increased global warming and pollution. Consumers are indisputably adopting behaviors to protect the environment for their well-being and to prevent nature. The study brings to the literature a new paradigm that can assist firms in increasing green HRM practices by implementing some easy actions.

Environmental sustainability is the most pressing challenge in this age of global warming. The paper stresses the significance of environmental sustainability as well as basic methods for improving environmental sustainability. Many researchers have previously worked on green HRM and environmental sustainability [5, 11, 18, 37, 39, 62, 81, 87, 88, 90]. The present study highlights the importance of green employee behaviors and green HRM to improve the environment of our country.

The current study emphasizes the significance of green employee behaviors and green HRM in improving our country's environment. The study provides new angles to study green HRM as a mediating role of green behavior and both environment and organizational-centric performance.

The contribution of research in the area included leading the employees to achieve firm strategic goals by adopting green behaviors. The research contributions in the manufacturing sector. This study provides new insights into contemporary tools & techniques of the modern world of HRM. It teaches employers new ways to deal with employees to make the environment of the organization sustainable. The research is important for the managerial level as it provides coping strategies to deal with the problems of employees. The "need for green" has quickly shifted the focus of HR managers as well. While the transition to "green products" may appear expensive in the short run, it will ultimately prove to be advantageous for the environment and more affordable. The study helps to improve the Manufacturing sector of the country by improving the organizations that are working on green HRM. The study also helps HRM practitioners and Managers.

In practice, the fast rise in consumer knowledge of environmental concerns has altered consumer behavior and turned the market toward more environmentally friendly goods and services. The great majority of environmentally concerned customers have had a significant influence on human resource management. HR managers have therefore readily embraced the "need for green." While switching to "green products" may first seem pricey, in the long term it will look to be more cost-effective and better for the environment. There is currently a demand for those who have a favorable perception of the natural world. If a company hires people who care about the environment, then its products will also be good for the environment. and put into place laws that won't harm the environment. The study concluded that green HRM practices (green compensation, green hiring, green training, and green involvement) are good indicators of green employee behavior and environmental sustainability. This study will be focused on national-level organizations that are working in the mentioned countries. The literature that was used in the research was published from 2000 through 2022. This study cannot maintain any relationship among the variables based on time sequence.

CONCLUSION

The results of studying the literature showed that green training has a high association with environmental sustainability. As a result, improving green recruiting may help any company's environmental sustainability. Simply, more green pay elevates the importance of environmental sustainability. Similarly, Environmental sustainability and green HRM are strongly connected. Green HRM is key to achieve green organizational environment. If we talk about other factors of green HRM compensation, hiring, involvement, and employee green behavior are very important to maintain the environmental sustainability. These have influential role on environmental sustainability. The conclusion is green HRM has a noteworthy association with employee green behavior, but not with environmental sustainability. The sustainability of the environment and employee green behavior are closely intertwined.

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