

The Impact of Green Human Resource Management Practices with Sustainable and Operational Performance: A Conceptual Model

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Abstract: Although wide ranges of studies are available on manufacturing sustainable performance issues, literature on Green Human Resources Management (GHRM) practices and their impact on manufacturers' sustainable and operational performances is scarce. This study aims at identifying GHRM practices and to assess their impact on sustainable and operational performance. This current study adopted systematic literature and content analysis approach for the development of a conceptual model. It has been found that most influencing GHRM practices are green recruitment and selection, green training, green performance evaluation, and a green reward system. The uniqueness of this study is the evaluation of the GHRM practices with sustainable and operational performance in a single study. Moreover, the paper highlights that manufacturing organizations must focus on GHRM practices to deliver enhanced sustainable performance besides operational performance to achieve competitive advantage. For future studies, there is a need to empirically verify the proposed conceptual model presented in this paper.

Keywords: Green human resource management, human resource management, resource-based view, conceptual model.

1. Introduction

The manufacturing sector is called the engine for the economy of any country, especially for developing countries. In most countries, this sector is contributing around 80% of the overall country's export. Besides this, it is also known as the largest exporting sector in the world (Abdullah et al., 2016). Even due to the recession, economic shift manufacturing maintains its growth and contributes towards the highest after service sector for the economic growth of the country. This situation creates enough pressure on the manufacturing sector to be more efficient and effective in its production and operations in order to be globally competitive (Mishra and Mishra, 2017). Meanwhile, environmental issues force companies to develop policies, regulations, and cultures. The variations of discernment which include the legal obligations and pressing stakeholders are found to be affecting the performance of organizations (Ahmad, 2015). Thus, organizations must convert all its segments toward green practices. Especially, manufacturing firms are required to focus on the impact of

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environmental by seeing the relationship between social growth and financial, particularly in terms of stand-alone virtues (Masri and Jaaron, 2017). Thus, it has become essential for manufacturing firms to convert toward green practices in all its segments.

In addition, manufacturing firms are presumed to be involved in adopting green practices within their operations and are expected to have good knowledge of green implementations; this argument is also supported by Zaid et al. (2018). Hence, this enables us to connect GHRP with corporate strategy in ensuring the improvement of organizational performance (Anusingh and Shikha, 2015). In light of this, GHRM has managed to attract considerable attention from business entities considering its concern regarding the planned and systemic arrangement of typical HRM practices with the ecological organization's objectives. The vicissitudes of discernment in environmental sustainability which include the legal obligation and pressing stakeholders are found to be affecting the performance of organizations (Ahmad, 2015). Therefore, it is safe to say that coordination among different areas of functional and human resources is critical (Haddock-Millar et al., 2016).

HRM is very important in ensuring that sustainability is possible to be achieved (Jabbour and Santos, 2008). The growth and development of human resource models and frameworks have been receiving a considerable amount of attention about numerous matters (Jackson et al., 2014; Scully-Russ, 2015), which has caused the emergence of the term GHRM that further describes the important relationship between HRM and environmental concerns (Jabbour and Jabbour, 2016; Jabbour et al., 2010; Renwick et al., 2013). Moreover, it is evidenced that GHRM plays a major role in management considering its ability to motivate companies to aim higher concerning their environmental sustainability performance (Cohen et al., 2012; Firdaus and Udin, 2014; Jabbour, 2015; Young et al., 2015). The word has become a global village and now the competition has shifted from the organization level to the network level. Thus, it can be concluded that green environmental practices should be implemented in all parts of the system and especially human resources that link all parts (Obaid and Alias, 2015). This study aims to present comprehensive literature regarding green human resource and its relationship with sustainable and operational performance.

The purpose of this research was to identify the influence of GHRM practices with sustainable and operational performance. Regarding this, an extensive literature review and content analysis were conducted based on the archival method in order to achieve the objective of this study. On top of that, the present study employs a methodology to review the articles cited in the databases which include Scopus, Google Scholar, ISI Web of Knowledge,

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and Emerald with “Green HRM” or “GHRM bundle”. Hence, the present study acts as desk research rather than a survey or any other mode of research. Overall, it is hoped that manufacturing firms can recognize a helpful approach in applying GHRM practices that will aid in the improvement of their organizational sustainable performance.

1.1 Problem statement

It has been found that most of the recognized studies have paid attention to the performance of organizations rather than individual practices regarding the advantages of GHRM (Ahmad, 2015; Guerci and Carollo, 2016; Mishra and Mishra, 2017; Tadić and Pivac, 2014). Hence, it is clear that none of them have further examined the effect of GHRM bundle practices on the manufacturing industries, especially from social and an operational point of view. Therefore, the gap in the literature has driven the present study to further contribute to the literature, which is predictable to help manufacturing firms in reducing the degradation of the environment. Apart from that, the concept of the GHRM bundle seems to suggest that the association of interconnected essentials within GHRM practices is reliable internally, which is dependable with strategic orientation and different contextual factors of a firm (Alfes et al., 2013; MacDuffie, 1995). On top of that, Jadhav and Mantha (2013) affirm that GHRM bundles are able to produce significant efficiency to design synergistic effects that are greater to slightly single GHRM practice on the performance of manufacturing firms (Arulrajah et al., 2016). However, the motivation behind this paper is to develop a conceptual framework that explores the effects of GHRM bundle practices on four dimensions of organizational performance, namely operational performance (OP), environmental performance (EP), economic performance (Ec.P), and social performance (SP) which are derived from the following justifications:

It has been instituted that developed countries have switched toward green practices but developing countries are lacking due to high initial cost, lack of technology, and expertise (Vazquez et al., 2016). So, a major gap has been identified from the literature based on the empirical evidence from manufacturing firms in developing countries (Masri and Jaaron, 2017; Rehman et al., 2016; Zhan et al., 2016), particularly in terms of knowledge on GHRM. Hence, this paper understands the need to add original evidence to the literature on the GHRM field. Regarding this, any effort in decreasing carbon footprints of developing

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countries organizations is mostly a supportive environment as well as sustainable development.

The published GHRM literature has hypothesized and demonstrated empirically that individual GHRM practices aim at developing the EP, Ec.P, and SP of the firm which is believed to result in superior EP, Ec.P, and SP (Guerci et al., 2016; Jacobs et al., 2010; Masri and Jaaron, 2017; Rezaei-Moghaddam, 2016). However, very little is known about the relationships between GHRM and a full spectrum of EP and Ec.P (Longoni et al., 2016). In addition, none of the studies have examined the relationships between GHRM bundle practices and manufacturing organization's OP and SP. Therefore, the present study recognizes the value of a holistic view of sustainability performance (Hahn et al., 2010), and at a subtler level the OP of manufacturing organizations (Jabbour et al., 2013). Apart from that, it is recommended for further research to be conducted to explore the simultaneous effects that may be exerted by GHRM on a full spectrum of EP, Ec.P, SP, and OP.

The structure of the paper is mentioned next. The following section will present the established studies to outline the concept of GHRM and its relationship with organization performance as well as focusing on the concept of GHRM "a bundle" at a subtler level. Following this, the relationship between components of firm performance and GHRM practices will be discussed in depth. Next, the proposed conceptual model will be presented, while the final section will delineate the discussion and conclusion.

2. Literature review

This study comprised one independent variable GHRM practices and two dependent variables namely sustainable performance and operational performance. This part explains the brief description of the background of the topic. First human resources management has been discussed. Secondly, green human resources have illustrated then GHRM is linked with manufacturing. Thirdly, all three aspects of sustainable performance such as economic, environmental, and social performance as well as operational performance have been expressed.

2.1 Human resource management

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HRM has become one of the essential aspects of operation due to its significant responsibility in managing human resources (Ahmad, 2015). The unapparent advantage such as human capital is found to be more beneficial compared to those substantial ones in ensuring the targeted value can be achieved (Bakar and Ahmad, 2010). The resource-based view (RBV) is widely recognized as a theory of well-established that delivers the conceptual norms for the arena of research of GHRM (Arulrajah and Opatha, 2016). Moreover, RBV seems to suggest that firms may be able to develop critical resources by increasing their competitiveness (human resources activities) as well as strong capabilities (Barney, 2001; Barney et al., 2011). Generally, environmental activities tend to produce strategic resources that are believed to be difficult to imitate (Aragón-Correa, 1998; Jabbour, 2015; Wagner, 2011). Nevertheless, this field of research is not foreign as the relationship between the capabilities of an organization and its competitive advantage (sustainable organizational performance) has been sensibly disputed in most of the established studies (Aragón-Correa et al., 2008; Clemens and Bakstran, 2010; Solovida et al., 2017). Overall, RBV can be regarded as a theoretic lens in understanding the greening of organizations (Chiappetta et al., 2017; Yusliza et al., 2017). In this study, the RBV theory managed to articulate the initial concept of the model and connected the main practice of green human resources as it is believed to superiorly enhance the organization.

2.2 Green human resource management

It has been found that previously HRM focused on individual practices (Combs et al. 2006), this study perceived GHRM practices as a “bundle” that can improve the sustainable performance of a firm. This is corresponding with the study of Renwick et al. (2013) which calls for more studies to be conducted in investigating the relationship between organizational performance and GHRM bundle practices. Hence, this enables the organizations to link GHRM practices with corporate strategy in ensuring the improvement of organizational performance (Anusingh and Shikha, 2015). In light of this, GHRM has managed to attract considerable attention from business entities considering its concern regarding the planned and systemic arrangement of typical HRM practices with the ecological organization’s objectives. Consequently, it is safe to say that harmonization among different areas of functional and human resources is critical (Haddock-Millar et al., 2016). On top of that,

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GHRM practices are regarded as effective tools in maintaining the sustainability of a business.

Recently, a considerable amount of studies has been concentrating on GHRM as well as human capital towards sustainability and green issues, especially in the context of manufacturing (Jabbour, 2011; Jabbour et al., 2013; Kaur, 2011; Lee, 2009; Unnikrishnan and Hegde, 2007). Furthermore, the manufacturing sector has majorly contributed to the issue of environmental pollution in this country which must be assessed, monitored, and rectified (Masri and Jaaron, 2017; Rehman et al., 2016). Hence, it is necessary to manage the environmental issues which adopt from different environmentally-friendly practices due to the fact that manufacturing firms are important for society. More importantly, several organizations are leading toward developing countries and implemented GHRM practices to generate awareness of environmental sustainability (Ehnert et al., 2016; Jackson et al., 2011; O'Donohue and Torugsa, 2016; Renwick et al., 2013). Nevertheless, GHRM practices are hardly implemented by manufacturing organizations in developing countries (Masri and Jaaron, 2017), and, unfortunately, the majority of them are not aware of the importance and benefits of the practices in sustaining a business (Zhan et al., 2016). Firms have come under inspection from stakeholders for example consumers, authoritarians, non-governmental firms, opponents, and employees to confirm social sustainability and environmental in business operations (Haddock-Millar et al., 2016; Vazquez et al., 2016). However, the adoption of green practices to reduce environmental woes and improving financial performance (Yusoff et al., 2015) will help them to become more sustainable (Jabbour and de Sousa Jabbour, 2016).

Developed countries applied green practices as they are rich in resources in terms of finance, expertise, knowledge, and support but developing countries are facing problems like lack of technology, innovation, expertise, etc. (Tadić and Pivac, 2014). Hence, GHRM needs investments from resources to convert operations toward the green. Inside the domain of environmental management, Jabbour et al. (2010) established the distributions of certain GHRM dimensions to the evolutionary phases of environment management. Teixeira et al. (2016) established GHRM instance especially for the other environmental purposes by representative the positive effect of green training. It has been claimed that training improves the logic of ethics in business and accountability that expands the environmental performance. Likewise, these investigations sustenance GHRM as a component for the overall effectiveness of environment management (Anusingh and Shikha, 2015), previous

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studies propose that the associations between GHRM, environmental management, and numerous procedures of monetary benefits are complex and further require empirical and theoretical development (Jabbour et al., 2010; Wagner, 2011). For instance, engaging GHRM to progress environmental strategies may upsurge the likelihood of financial scarcity and negatively influence (Guerci and Carollo, 2016).

2.3 GHRM for Manufacturing Organizations

GHRM is linked with HRM function which acts as the key factor in an organization in implementing the green creativities (Mandip, 2012). Moreover, GHRM is rooted in the philosophy of green management, practices, and policies, which is followed by a firm for environmental management (Patel, 2014). On top of that, firms will be able to improve their EP's sustainably by gaining a deeper understanding on the GHRM practices (Arulrajah et al., 2016) because GHRM practices are considered as a more influential tool in making industries and their green operations (Renwick et al., 2008). Hence, it is safe to say that green behavior, green performance, green competency, and green attitude, of HRM, can be designed and redesigned through the adaptation of GHRM practices (Arulrajah et al., 2016). GHRM consists of all practices policies, systems, and activities to assist a firm to execute its programs in order to become an environmental organization. In this case, the organization is required to decline its carbon emission and rise carbon credits as well as in areas pertaining to boarding procurement of induction, manpower, supervision, performance, T&D, reward management, and compensation (Opatha and Arulrajah, 2014).

GHRM is also considered as one of the strategic management tools to diffuse green ideologies within firms (Aragón-Correa et al., 2013; Deshwal, 2015). Firdaus and Udin (2014) further state that a high number of firms have utilized GHRM, whereby the implementation of GHRM has seen to benefit the organization in terms of creating employees with better morale and green organizations that can produce better financial performance. Moreover, GHRM becomes important in the arena of management business due to the growing hold of the companies considering that the green creativity and initiatives can benefit for the environment and increase the retention of talent and appeal pool (Govindarajulu and Daily, 2004; Patel, 2014).

The previous literature on HRM has received little attention because most of the published studies only focused on the view of the impact of practices on firm performance (Combs et al., 2006). A study by Renwick et al. (2013) hypothesizes that GHRM practices might have

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well effects on organizational and environmental performance through a joint implementation. Recently, it can be observed that researchers have reached further dimension regarding the association between human resource practices and organizations performances based on the assumption that organizations performances will be more noteworthy if the impact of human resource practices are observed as a synergic influence of mutual practices, generally called “bundles” instead of relying on a single and isolated variable (Combs et al., 2006; Tadić and Pivac, 2014). Furthermore, “bundles” should represent the combinations of interconnected and consistent human resource practices that should be complementing each other. The integration of practices shows a better and more straight impact on the competitive advantage of companies and the performance of the organization (MacDuffie, 1995). A considerable amount of research has been carried out in the attempt of identifying the relationship between HRM practices and the performance of the company through interrelated and aggregated essentials of human resource practices (Bowen and Ostroff, 2004).

The focusing concept of GHRM bundle is mostly linked to the configurational point of view, which recommends that the consortium of associated essentials of GHRM practices should be performed in an internally reliable way to ensure that they are in line with various contextual factors and the firm strategic orientation (Alfes et al., 2013). Moreover, GHRM requires workers to be involved fully in the effort of getting olive green (Wagner, 2013), in which they are recommended to continuously practice green endeavors at their workplace. Further, this practice assumes to be included in training sessions, recruitment, and compensation (Wood, 2014) as it is believed to be able in establishing GHR (Rani and Mishra, 2014). According to Jadhav and Mantha (2013), the GHRM bundle acts as an adhesive that attaches numerous practices in order to form a synchronous unit. Concerning this, the joint benefits between employees and organizations ought to indicate consistent sequence and internally reliable human resource practices. Overall, the incorporation of practices is expected to unveil a greater impact on the improvement and performance of a company (Tadić and Pivac, 2014).

In summary, this paper focuses on GHRM practices as a “bundle” instead of treating it as specific individual practices based on the two reasons derived from the recent green HRM literature. First, it is highly recommended for future studies to widen their knowledge by investigating a broader aspect of GHRM standards in developing a more detailed arrangement that recognizes the potential issues and advantages in dealing with sustainability

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difficulty to achieve one of the objectives of the current paper which is to exploit GHRM best practices to improve the firm's sustainable performance (Guerci and Carollo, 2016; Jackson, 2012). Second, only a limited number of studies have been conducted on GHRM bundle practices; hence, this shows the need to conduct more quantitative studies on the entire GHRM system instead of only focusing on several GHRM practices (Longoni et al., 2016; Renwick et al., 2013). Consequently, this research reflects the term of GHRM bundle as an organized set of HRM practices that will influence the sustainable performance. However, it is important to note that these practices must be aligned with HR management strategies and objectives of the firm's green management plan (Chiappetta et al., 2017). Hence, the GHRM bundle practices involve the human/organizational aspects that are deemed relevant to the green issues, namely green selection and recruitment, green training and evaluation of performance, and green rewards (Chiappetta et al., 2017; Guerci et al., 2016; Jabbour et al., 2013; Longoni et al., 2016; Masri and Jaaron, 2017; Tang et al., 2017).

The above elements have to be highlighted by those who are responsible to guide a team with the main concern of instilling environmental-friendly attitudes in the working environment (Kim et al., 2017). In regard to this, the ecological operation practiced by a company is shown based on its environmental habit and values (Jackson et al., 2011). On a similar note, it should be noted that environmental-friendly practice is considered as one of the backbones of GHRM (Chiappetta et al., 2017; Jabbour et al., 2013; Renwick et al., 2013) which is expected to emphasize the importance of ecological knowledge, change in habit, and enhancement of operation abilities (Sudin, 2011). In this case, a fundamental grasp on ecological awareness will lead to a promising ecological practice (Mohanty and Prakash, 2014; Renwick et al., 2013), including the importance of assessing the ecological accomplishment as part of GHRM (Jabbour et al., 2010). However, it should be noted that constant assessment tends to hinder the workers from practicing ecological operations (Renwick et al., 2013).

3. Organizational performance

An organization's comprehensive performance includes sustainability performances and operational performance, which can be used to assess the environmental, economic, social, and operational superiority of the organization, respectively (Geng et al., 2017; Jabbour et al., 2013; Younis et al., 2016). EP is a description of the organizational capacity to minimize air emission and discharge, reduce hazardous and harmful material utilization, and lessen the

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incidence of environmental incidents (Zhu et al., 2013). In addition, environmental performance reflects the ability of the organization to protect nature and its integrity for future generations (Ricardo et al., 2011). According to Daily and Huang (2001), organizations are enhancing their environmental performance by setting human resource management practices that support the entire adopting and implementing an environmental management system. Gunasekaran et al. (2015) stated that organizations are restructuring their relationship for enhanced environmental performance and tuning to clients and suppliers to get data and help them concerning contamination avoidance.

The Ec.P refers to the economic and marketing performances that are enhanced due to the incorporation of green practices, which improves organizational stature compared to industrial standards (Zhu et al., 2013). The improvement of finances encompasses decreased costs of purchasing material, energy consumption, waste discharge, and cost of environmental accidents (Younis et al., 2016). The improvements based on marketing conditions include increased rate of return on sales, increased earnings and average earnings growth, and an increase in average market share growth (Abdullah et al., 2014).

Furthermore, it is undeniable that hiring environmentally conscious workers will be very appealing to the environmental reputation of the organizations (Patel, 2014). Correspondingly, motivation, skills, retention, and job-related results can be improved along with the economic performance of the organization by enhancing the involvement of employees in green actions apart from providing clear environmental goals and sufficient training (Anusingh and Shikha, 2015; Teixeira et al., 2016).

According to the social aspect, the SP has a significant impact on green practices that are linked to the company's image and its assets from the viewpoint of stakeholders, such as customers, workers, suppliers, and the public (Newman et al., 2016). Nowadays, incorporating SP has become vital to stimulate business. So, it became mandatory for firms can contribute to the social aspects through the integrated approach with human resource members (Rothenberg et al., 2017). This integrated approach among human resource members can encourage interconnection inside and outside society and be assured of customer satisfaction (Huo et al., 2015). Finally, the OP is described as the efficiency of the firm's operations which involves the quality of the product, costs, flexibility of items, delivery, development of the new product, and time-to-market the new products (González-Benito and González-Benito, 2005; Jabbour et al., 2013).

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The upcoming sections will discuss deeply each component of organizational performance employed in this study and their relations to GHRM bundle practices.

3.1 GHRM practices and environmental performance

The concern of EP is to save energy and at the same time reduce waste, pollution, and emissions (Walls et al., 2012). Moreover, it should be noted that GHRM requires employees to be fully involved in their attempt of getting greener (Wagner, 2013), or in other words, continuously practicing green endeavors in their workplace. On a similar note, this practice should be involved in training, recruitment, development, and compensation (Wood, 2014) to establish green human resources (Rani and Mishra, 2014).

The existing literature asserts that organizations can adopt suitable human resource practices to inspire their workers in achieving the objectives of environmental sustainability (Ahmad, 2015). Regarding this, a deeper investigation should be conducted in determining the factors that engage the employees to be instilled with pro-environmental behavior as well as to help organizations to become greener (Paillé et al., 2014). Moreover, it is crucial to note that companies cannot take action without the employee's support, particularly in way of knowledge, commitment, employees skills, and productivity (Zhu et al., 2012). On top of that, GHRM strives to improve competency, destroy environmentally, and re-establish human resource tools, products, and procedures with better efficiency but at a lower cost. More importantly, Haddock-Millar et al. (2016) highlight the implication of pushing 'greening' functions as an important element in improving Ec.P and EP. Paillé et al. (2014) emphasize that the EP of a company will be enhanced and the worker will feel prompted regarding the implementation of GHRM which will subsequently provide the company with a more serious business position. Moreover, GHRM plays a very important role in enriching the well-being of the workers as well as enhancing EP (Renwick et al., 2013). According to a study conducted on German companies, there is a positive relationship between the adoption of sustainability standards and the company's accomplishments which are moderated through the connection of the workers (Wolf, 2014). On top of that, the companies that are mainly concerned about having an excellent ecological operation are recommended to choose and hire workers that can be committed to handling ecological problems, particularly through the implementation of GHRM (Chiappetta et al., 2017; Renwick et al., 2013). A study by Russo and Fouts (1997) recommended that RBV is accomplished of distinguishing the resources

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utilized by the organization which is believed to affect the organization's EP and ultimately improve its Ec.P (Solovida et al., 2017).

3.2 GHRM practices and economic performance

Ec.P refers to profitability in general which acts as a significant reason for companies to implement HRM practices (Tadić and Pivac, 2014). Most of the published studies agree that financial performances are mainly driven by worker outcomes which are highly related to several environmental-oriented practices including motivation, involvement, and competence, (Jabbour and de Sousa Jabbour, 2016; Masri & Jaaron, 2017). Nevertheless, it is undeniable that hiring environmentally aware employees is appealing to firms considering that employees will be encouraged to get involved in environmental training that can expand their level of skills, motivation level, job-related results, and retention, and also provide environmental activities (Anusingh and Shikha, 2015; Teixeira et al., 2016), thereby resultantly increase the Ec.P of the organizations. In relation to this, it should be noted that the Ec.P of an organization can be improved through the enhancement of human/social results by providing several interior benefits, for instance, capabilities of development, providing career opportunities, conducting work-life balance (WLB) plans, and also practicing ethical activity and culture. In addition, firm brand and profitability are influenced positively by the environmental outcomes of the business (Khojastehpour and Johns, 2014). Furthermore, pro-environmental initiatives are performed by implementing GHRM practices. However, the previous studies on green human resource domains managed to reveal a positive relationship between GHRM practices and Ec.P (Dangelico, 2015; Longoni et al., 2016; Miles and Covin, 2000; O'Donohue and Torugsa, 2016). In regard to this, Margaretha and Saragih (2013) recommended that organizations tend to focus on green sustainable business practices by initiating a greener culture of corporate to have better productivities, minimize costs, and a better environment for engagement of the employee. Moreover, Firdaus and Udin (2014) state that a large number of firms have utilized GHRM and they managed to gain better profit, superior assurance for the representatives, and better financial performance for green associations. Longoni et al. (2016) affirm that economic value can only be produced by a very inspired and dedicated workforce. In addition, the growing awareness among the citizens in regard to environmental issues has initiated the first step of transforming the world into a green economy (Khurshid and Darzi, 2016).

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Furthermore, it is undeniable that hiring environmentally conscious workers will produce workers who are talented will be very appealing to the environmental reputation of the organization (Patel, 2014). Correspondingly, motivation, skills, retention, and job- related results can be improved along with the Ec.P of the organization by enhancing the involvement of employees in green actions apart from providing clear environmental goals and sufficient training (Anusingh and Shikha, 2015; Teixeira et al., 2012). In addition, the study conducted by O'Donohue and Torugsa (2016) emphasizes that GHRM play a crucial role in improving both the EP and Ec.P of the Australian manufacturing firms through the enhancement of employees' capabilities, inspiring staff by investing resources on them, and encouraging commitment to environmental-friendly human resource practices which is believed to significantly contribute to better economic benefits for the firm. Dangelico (2015) states that firms with higher levels of profits are capable to add value to their environmental sustainability by investing more money to build employee green teams, which is expected to enhance their EP and their reputation.

On top of that, GHRM plays a major role in refining both the environmental and financial performance (Renwick et al., 2013). According to Viswanathan (2017), firms that adhere to sustainable GHRM practices will be able to boost their sales for a long-term duration as well as to reduce expenses by achieving a higher volume of sales. Moreover, GHRM proposals yield better efficiencies, reduced cost (Goswami and Ranjan, 2015), and enhanced working environment to promote better engagement of employees, which in turn helps the organizations to operate in a green sustainable fashion (Deshwal, 2015). Delmas and Pekovic (2013) affirm that the adoption of green HRM principles and practices provides the opportunity for the firms to improve their profit margins, reduce negative effects on the environment, and enhance their work rate.

3.3 GHRM practices and social performance

The main concern of SP is to identify the outcomes of the GHRM practices in regard to the enhancement of product and company image, protection of employee health and safety, and maintenance of customer loyalty and satisfaction (Khurshid and Darzi, 2016). Wagner (2013) claims that organizations are managed to obtain tangible through investing in social responsibilities that are probably able to make strengthen an organization's performance regarding satisfaction level of customer and employee, recruitment excellent staff, and

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innovation. As mentioned by Rezaei-Moghaddam (2016), the manufacturing firms that invested in social programs had to take a significant stage to strengthen GHRM, in which the plan of the agendas must focus on employees' safety and their health-related issue to prevent them from being showing to detrimental emissions. Apart from the reporting role, the mounting of these agendas is expected to sustainably enhance the performance of manufacturing firms.

On top of that, organizations that adopted GHRM practices had been found to meaningfully contribute to the living conditions of the workers as well as satisfying the environmental needs of the employees, which led to a positive impact on the Ec.P of the organization and employees welfare (Renwick et al., 2013). Aggarwal and Sharma (2015) mention numerous advantages or benefits of GHRM in achieving broader objectives which include developing green employer image in order to attract green talents, enhance the brand image of an organization in the market and act as a marketing strategy, More importantly, it will be very useful to enhance the overall quality of the organization both internally and externally as well as to improve the relationship between the company and its stakeholders-customers, vendors, shareholders, suppliers, employees, the media, and government agencies.

In SP case, organizations need to authorize that their operation of production is encompassed of social events that can enhance the outcome of plant actions on interior communities such as employees of the organization and exterior communities such as customers and suppliers (Pullman et al., 2009). Moreover, it is foreseeable that the adoption of social and environmental programs such as appropriate health and environment conditions for employees and external projects directed to the community will be able to improve the SP of the company and its image as well as reduce their operational costs, (Gimenez et al., 2012). On a more important note, manufacturing organizations that addressed green issues and implemented green initiatives are recommended to integrate environmental management into HRM (Masri and Jaaron, 2017). In addition, GHRM can help firms to build a strong relationship with customers and suppliers (Khurshid and Darzi, 2016). In general, an organization that shows concern for the environment will be regarded as a good corporate entity thus will eventually help the organizations to build their loyal customer groups and gain the necessary confidence of this group in times of difficulties (Mandip, 2012).

3.4 GHRM practices and operational performance

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As mention before, the OP was described as the efficiency of the firm's operations which involves the costs of the product, quality and flexibility, development of the new product, delivery, and time-to-market the new products (Jabbour et al., 2013). In relation to this, Bayo and Decerio (2002) investigated the association between OP and HRM practices in terms of effectiveness, quality and excellence, and time-based measures. The results of their study revealed that HRM practices are able to improve the firm's OP through high-commitment practices that are believed to foster employees' aptitude in gaining the best quality and time. In addition, Ahmad and Schroeder (2003) found that HRM practices have a positive impact on the firms' OP (i.e. quality of product delivery time, and flexibility to change volume). However, it was pointed out that very little attention has been paid to the impact of HRM practices on operations management and the ability to generalize the findings across different industries and countries.

On a more serious note, only a few studies partially investigated the direct association between GHRM bundle practices and OP. For instance, Jabbour et al. (2013) found that human resource practices have a positive impact on environmental management which was found to improve the OP of Brazilian automotive firms. Hence, it was concluded that managers should pay further devotion to the human side of environmental management as it is believed to improve operating performance. Therefore, this further indicates that the human side of environmental management has a strong ability to improve the operational capabilities of the firms.

4. Proposed Conceptual Model

A conceptual model is recommended to be developed based on the evidence that has been identified from the previous literature in order to explore the relationship between GHRM bundle practices and EP, Ec.P. SP, and OP (presented in Figure 1). In this paper, GHRM bundle practices that are comprised of green selection and recruitment, green training, green rewards, and green performance of evaluation are found to have a positive impact on organizational performance (i.e. EP, Ec.P, SP, and OP). The previous assumption is derived from the RBV theory which recommends that aspects of humanity which have a positive impact on the ability of the firms to adopt new organizational practices (i.e., GHRM bundle

Proceedings of the of The International Conference on Business & Technology (ICBT 2021), Istanbul, Turkey, 6-7 November 2021. practices) (Barney, 1991) as well as improve the performance of the firms (Barney et al., 2011).

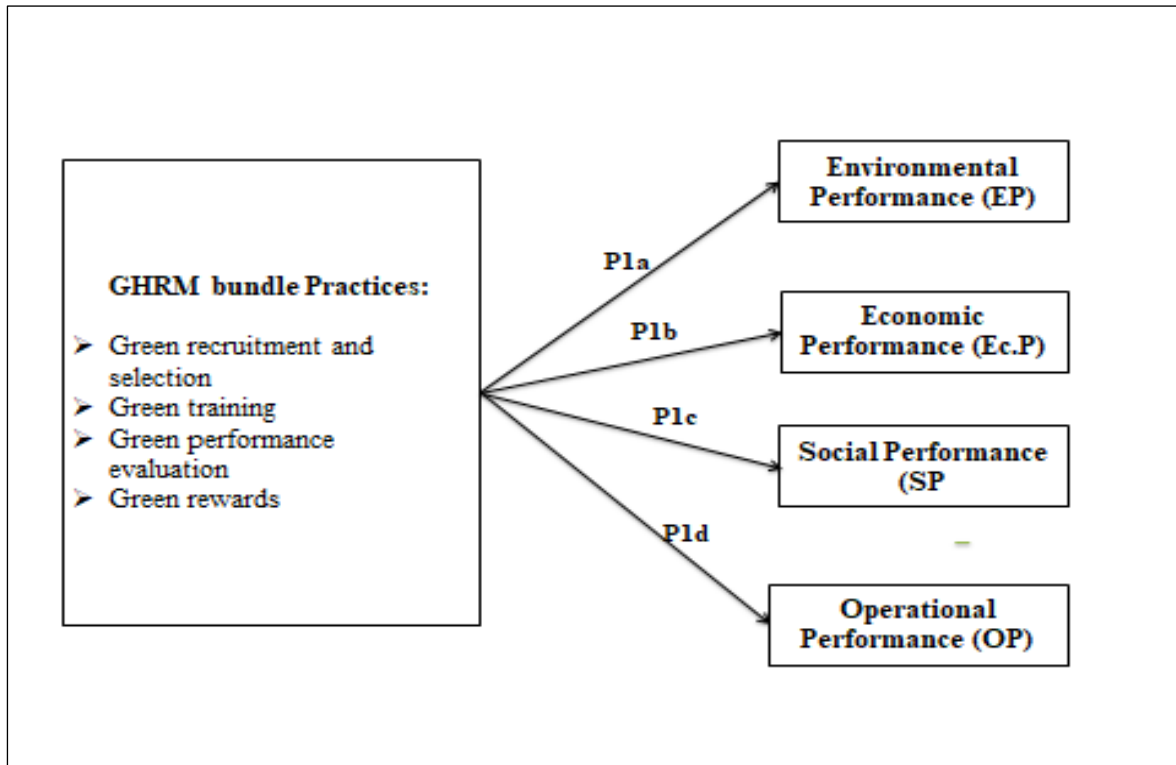


Figure 1: The proposed conceptual model

As presented in Figure 1, it is imperative to note that the proposed model in the present study does not consist of a complete measurement set of scales due to the constraint of surrounding the entire GHRM and the sustainable performance into a single study. Hence, a conceptual framework is derived (as shown in Fig. 1) and four propositions are formulated based on the above assertions:

P1: There is a positive and significant relationship between GHRM bundle practices and organizational performance.

P1a: There is a positive and significant relationship between GHRM bundle practices and EP.

P1b: There is a positive and significant relationship between GHRM bundle practices and Ec.P.

P1c: There is a positive and significant relationship between GHRM bundle practices and SP.

P1d: There is a positive and significant relationship between GHRM bundle practices and OP.

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5. Discussion

In conclusion, GHRM and sustainable performance both are closely related to HRM. Moreover, it has been highlighted that previous studies on HRM extensively focused on practices of the individual level instead of a set of the practices, thus driving the present study to further explore GHRM practices as a bundle (Combs et al., 2006; Guerci and Carollo, 2016; Longoni et al., 2016; Renwick et al., 2013). On top of that, the distribution of environmental standards and ideologies through GHRM bundle may incubate based on environmental management on the motivation and employees skills which will subsequently create an opportunity for the employees to contribute to the development of the environment of the organization (Cantor et al., 2012). In fact, a high number of researches have emphasized that sustainability is an evolutionally part and it is the future of HRM (Jackson et al., 2014; Renwick et al., 2016). More importantly, GHRM is deemed effective considering that it equips the organizations with environmentally aware, dedicated, and capable employees that will be able to support the organization to reduce its footprints carbon through the effective and efficient use of prevailing resources (Ashraf et al., 2015). Apart from that, the adoption of GHRM practices is very beneficial based on the fact that it can create greater efficacies, low cost, an atmosphere with the better engagement of the employee, improved productivity, and other tangible benefits (Ahmad, 2015) that are hoped to assist the organizations to work in sustainable environment fashion (Rani and Mishra, 2014). According to Pandey et al. (2016), firms that adhere to GHRM practices will be able to improve their sales and reduce the costs by achieving a higher volume of sales. Furthermore, the companies that provided in social responsibilities had been discovered to gain tangible benefits that are probably to make performance toward strengthening for the firms which include satisfaction level of employees and their customer, recruitment of excellent staff, and innovation (Wagner, 2013). However, there were no studies that examined the direct association between GHRM bundle practices and firms OP. Regarding this matter, the purpose of this paper was to explore the relationships between organizational performance and, GHRM practices bundle particularly from the environmental, economic, social, and operational points of view. The conceptual model adopted in this study is mainly grounded within RBV which was developed by Barney (1991), whereby it acknowledges that relying on the resources alone may not bring any benefit. However, the advantage of the competitor may be consequential from the collaboration mechanism of numerous resources (Barney,

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2001; Hohenstein et al., 2014). On top of that, these features were also found in GHRM which is considered as a vital approach in disseminating environmental standards and ideologies as well as producing talented and committed employees through the implementation of environmental ideologies within the firm in order to improve its performance (Chiappetta et al., 2017; Jackson and Seo, 2010; Lengnick-Hall et al., 2013). Concisely, this study revealed that all hypotheses proposed in the conceptual model are well supported. The GHRM practices as “a bundle” have been proven to have a significant contribution to the sustainable performance of manufacturing organizations. Furthermore, the relationship between GHRM bundle practices and OP is also significant considering that more strength is added into the model. Finally, GHRM bundle practices have a high chance to improve worth to the green development of the firm as well as being engaged in an essential tool that is capable of employees motivation, inspiring, and employees stimulating to impose green practices for a greener system that is believed to enhance the sustainability performance of manufacturing firm. In addition, the absence of the framework in the study partially describes the wide range of definition conceptualizations and terms that were found in the literature of practitioner and research. Hence, the association among the GHRM bundle practices firm performance is crucial to gain a competitive advantage. In summary, it can be concluded that the success of GHRM practices is contingent on the adoption of GHRM practices as bundles instead of relying on individual practices.

6. Conclusion

It is concluded that rapidly changing environments strongly demand green practices in all aspects of organizations but if human resources are being built on green practices it ultimately affects all the segments of the organization. This study identifies that green human resources practices have positive and significant effects on all elements of overall organizational performance that contain both sustainable performance (i.e. Ec.P, EP, and SP) and OP. Furthermore, it has been found that most influencing GHRM practices are green recruitment and selection, green performance evaluation, green training, and a green reward system. Thus, it can be said that organizational practices must be associated with environmental practices by adopting green human resources practices such as green recruitment and selection, green training, green performance evaluation, and green reward system to compete globally.

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