**Green HRM and Sustainable Development in the Tannery Industry: A Literature Review**

**Abstract**

In the last 15 – 20 years, the global business environment has changed dramatically. As a result, a lot of organizations are now adopting a multi-pronged approach to ensure growth. They are redefining success by emphasizing sustainability considerations, which could include the Triple Bottom Line, Quadruple Bottom Line, and common good-oriented outcomes, as opposed to solely the bottom line. In the context of developing economies, green human resource management (GHRM) is emerging as an issue for the tannery industry. The tannery industry is one of the most contaminant sector around the globe. As a result, it is a need for industries to practice GHRM for an eco-friendly workforce. The ultimate goal in all countries of improving the welfare of its citizens is stable economic development. Hence, strengthening their environmental performance without hurting their financial performance is critical. Finding out the determinants related to non-performing loans is the object of study of the research. I performed a systematic review of the literature and thus included 14 papers in the review. I have also checked the referenced sources to confirm the validity of the study and to avoid the possibility of exceptions being omitted. Identified multiple variables that impacted by Global Human Resource Management (GHRM). But I still identified no external variables and strongly urge research of the external variables which may also contribute to the GHRM.

**Introduction**

In the past 10–15 years, there has been a swift evolution of the global business landscape, within which it has become apparent that many organizations are now embracing a multi-purpose approach (Aust et al., 2020). Hence, they put greater importance on sustainability in terms of Triple Bottom Line, Quadruple Bottom Line and common good outcomes in addition to their financial performance (O‟ Higgins & Zsolnai, 2017). According to Opoku-Dakwa et al. (2018) individuals in organizations are at the core of a company's sustainability strategy's effectiveness and success. Sustainable human resource management (SHRM) emerged approximately 20 years ago (Aust et al., 2020). Since then, many studies have covered this topic (Podgorodnichenko et al., 2020; De Stefano et al., 2018;). The studies that supported the role of human resources to enhance environmental performance focused more on employee behaviour as an important contributor to full-fledged environmental policy implementation in the workplace (A. Kim et al., 2017). In all sectors including tertiary education sector, employee engagement in environmentally friendly behaviour has become increasingly significant for all organisations (Rayner & Morgan, 2018). According to HR attributions theory (Hewett et al., 2018), perception matters because employees respond differently to HRM practices due to their beliefs about their employers' motivations behind the practices. Green human resource management (GHRM) is a developing concern in the tannery industry, especially in developing economies. The tannery industry may be known as one of the most polluting industries on earth. Hence, GHRM practices become crucial in these companies to take a greener approach to business practices (Moktadir et al., 2020). Enhancing the social welfare of the citizens of any country is the primary objective of macro-economic sustainability. Hence, there is a need to enhance environmental performance along with conserving wealth (Raut et al., 2020). Researchers have highlighted human resources as a driving factor for enhanced environmental performance by concentrating on promoting eco-friendly behaviour of employees. Indeed, this has been found to be an important factor for the implementation of workplace environmental policies (A. Kim et al., 2017). Developing environmentally responsible employee practices is vital for all organizations, such as tertiary education (Rayner & Morgan, 2018), in the present business setting. According to the theory of HR attributions (Hewett et al., 2018), perception is highly important in understanding how employees react to HRM practices. Employee responses to such practices depend on their beliefs about what employers are trying to do by implementing them. Green Human Resource Management (GHRM) is a critical issue in the tannery industry, especially developing economies. Even more so, the tannery industry is one of the most polluting industries in the world. Thus, organizations in this sector must embrace GHRM practices to advance environmental sustainability and mitigate its carbon footprint. GHRM strategies are critical in greening the workforce and in enabling the industry in establishing a sustainable future (Moktadir et al., 2020). Macro-economic sustainability is the single most vital pursuit of every nation to ensure the social welfare of its citizens. This means enhancing environmental performance, while also continuing to deliver growth. (Raut et al., 2020)

**Literature Review**

Green Human Resource Management (GHRM) is continuously changing and evolving since it has been proven in the literature (Khan and Muktar, 2020). We would like to present this review paper in an effort to give modern researchers a good holistic view regarding the current scenario of a now 25-year-old technology, so as to help towards their future research and directions. Hauret et al. A study has focused on the complex relations of job satisfaction and human resource management (HRM) practices (Ahmad et al. The authors' inclusion of employee HRM perception alongside its exposure in their analysis offers a novel contribution to the current literature. Your data have helped you understand that a greater exposure to high performance work systems is important but not sufficient to enhance satisfaction, meaning that the perceived quality of HRM practices determines job-burnout. Additionally, the findings reveals that the differences in employee HRM perception, rather than exposure, have the potential to alter an individual response to his/her job, private and workplace settings. These findings indicate that managers can be key to ensuring that positive perceptions of HRM translate into enhanced job satisfaction. This emphasizes the significance of implementing HRM practices while ensuring that employees view them positively.

Yusoff et al. (2020) have shown that the hotel industry is encountering several environmental issues. Accordingly, the new development should be met appropriately through the application of sustainable business practices like the utilization of green HRM practices. Such an approach not only serves long-term interests of organizations and their stakeholders, but also preserves the significance of investigating the influence of green HRM practices on environmental performance inside the hotel sector, which it has to offer in practice.

This study contributes to the existing literature by highlighting the importance of green HRM practices in contributing to environmental performance. Moreover, the study explores how each dimension of green HRM practices can contribute positively or negatively to environmental performance. The relationship demonstrated the strong potential to enhance sustainability in the hotel sector through HRM practices.

Islam et al. (2020) has examined how GHRM practices influence turnover intention in the context of hotel employees from the millennial generation. The practices identified in GHRM that the study focused on were: green recruitment and selection, green training, green performance management, green involvement, and green rewards.

Partial least squares structural equation modelling analysis confirmed that among the different green HRM constructs only green involvement and green pay and rewards acted as a significant predictor of reducing turnover intention amongst the millennial workforce. Surprisingly, the results did not show that the work environment moderate the relationship between GHRM and turnover intention for millennial employees of Malaysian hotels.

The results revealed that GHRM practices like green involvement and green pay and rewards are critical for millennial turnover intention in the hotel sector, highlighting the importance of specific GHRM strategies in achieving HRM effectiveness. This paves way to the need of sustainable human resource practices for young business managers in the hospitality industry.

Tang et al. (2018) developed and validated a Green Human Resource Management (GHRM) instrument. Their research confirmed that the proposed measurement stood scientifically. This study represents the first and most complete attempt to evaluating key human resource practices related to environmental management. These results provide a foundation for future research in this area and potential practical application.

Ansari et al. (2023) recently explored the extent to which workers in the emerging economy of Saudi Arabia, who are typically considered to be low-skill manual workers, have job-related knowledge that can be applied in a variety of organizational settings. (2021) provide strong evidence that GHRM significantly influences employees' GCMs and PEBs. Moreover, the results show that green commitment significantly mediates the relationship between GHRM and PEBs. This study illuminates how organizations can help ensure that their employees engage in environmentally responsible behaviors through the implementation of GHRM strategies. Chaudhary one the 2019 study examines the sequential mediation impact of OP and OA in correlating GHRM on the JPI. The exploration of the micro-level mechanisms by which GHRM impacts prospective applicants' JPI strengthens our understanding of the human dimension of environmental management. This study provides a basis for suggesting effective GHRM systems.

According to Chaudhary (2020), GHRM has a key role in enhancing employee green behaviors —it has positive influence on both task-related behaviors and voluntary behaviors among the employees. Organizational identification also acts as a mediator of this effect, the study finds. Surprisingly, gender and environmental values didn't moderate the relationship between GHRM and employee green behaviour.

Research Automation in the realm of HRM for sustainable environment. It provides that accelerating the integration of sustainability into HR systems is essential to enable action to support the sustainable development goals.

Roscoe et al. 203On a related note, (2019: 12) reported that more pro-environmental HRM practices (hiring, training, performance appraisal, and incentivization, etc.) integrated, the greater impact will have on the green culture in organizations. They pinpointed four key enablers of green organizational culture (leadership emphasis, message credibility, peer involvement and employee empowerment). This study highlights the importance of integrating these practices into developing environmentally responsible employees in an organization.

In addition, this research has relevance for aspects of education, specifically preparing future generations of responsible managers. Educators must equip students with the knowledge they need on Green HRM practices to help in developing an organizational culture based on environmental consciousness. This simple set of tools will train up and coming managers on how hold their practices in the field accountable to make them successful as Environmental neo-logics in increasingly Eco-aware world.

Focus on CSEV as a function of HRM, their (2019) Al Kerdawy, in his study, depicts the importance of CSEV in increasing the effectiveness of Global Human Resource Management in promoting CSR practices in top 30 firms listed on the EGX100 at the Egyptian stock exchange by promoting employer and employee CSR partnership. The results indicate GHRM and CSEV positively affect CSR activity adoption. Additionally, CSEV is identified as a key factor enhancing the impact of GHRM on the deployment of CSR practices among the surveyed companies.

Green human resource management measurement scale was introduced by Shah (2019) with good reliability. Overall, the measuring instruments evidenced good convergent and discriminant validity. Then, several model fit indices were showed to indicate adequacy level of the model. Additionally, it provided further support for the construct's underlying structure, which can be very useful for both researchers and practitioners in this area.

Islam, Hunt, et al. A (2020) sal (the); green human resource management process in the workplace: challenges and prospects According to their research, some of the strategies for encouraging green human resource management practices in the organization include hiding more strict rules and regulations, continuous monitoring, incorporating relevant subjects in the curriculum in universities, arranging comprehensive training programs and giving monetary incentives. This shows the necessity of taking active steps towards promoting sustainability and environmentally-friendly practices in the working environment.

According to Cheema & Javed (2017), it is essential for a good green environment that employees are facilitated and supported from senior management side to obtain social, ecological and economic advantage. These Green practices are discussed with respect to their influence on green selection and recruitment, performance appraisal techniques, reward and pay mechanisms, and creation of conducive green environment within the human resource department itself. This paper underlines the importance of a green environment and the initiatives taken by the companies to keep the undefined environment uncontaminated.

AlRomeedy (2019) considered the Egyptian travel agencies adoption of practices of GHRM. He discussed the challenges preventing these applications from being implemented and the necessary conditions for successful adoption. The results indicated that Egyptian travel agencies do not currently practice green human resource management, due to a variety of constraints.

Nejati et al. (2017), researched the interaction between green human resource management (GHRM) and green supply chain management (GSCM), while addressing the effect of employee resistance to change. Key findings of the study revealed a few key facts:

First, the study confirmed a statistically significant and positive effect of green human resource management (GHRM) on green supply chain management (GSCM) through the acceptance of hypotheses 1.

Secondly, it was found that the practices of "Green Development and Training", "Green Employee Empowerment", and "Green Pay and Reward" have the most positively impact GSCM. Managers looking to promote sustainability in their organization should focus on these specific practices of GHRM.

Finally, the moderating role of Resistance to Change on the GHRM-GSCM relationship, specifically on green recruitment and green selection, was reinforced by the findings of this study. This resistance leads to the challenge of growing a sustainable corporate culture from recruiting to onboarding.

Overall, the study highlights the significance of engaging HRM practices in concert with green management efforts, as well as recognizing and overcoming obstacles such as employee resistance to change. Managers can be directed to prioritize adopting GHRM practices that positively influence GSCM for sustainable business practices and outcomes.

Zaid et al. Abdullah et al. (2018) examined green human resource management practices in the context of green supply chain management at the internal level as well as the external level. The authors studied the effect of these practices on the Triple Bottom Lines of sustainability performance, i.e., environmental, social, and economic. The evidence provided by the quiz, supports the existence of both a direct correlation and relationship between sustainable practices using green human resource management and green supply chain management when these occur simultaneously. More precisely, the research highlighted the direct relationships between green human resource management practices and sustainable performance with such a mediating effect exercised by green supply chain management practices. That highlights the need to combine both practices for better sustainability performance overall.

Y. J. Kim et al. Sweeney et al. (2019) propose ways to foster employees' green behaviour and hotels' environmental performance by introducing green human resource management practices. The study reveals that green human resource management can increase employees' commitment to the organisation and eco-friendly behaviour, and can also positively affect the environmental performance of a hotel as a whole. These findings suggest that hotel top management and HR managers should pay more attention to green human resource management policies to promote sustainable practices in their organizations.

Pham et al. (2019) found a direct relationship between GHRM and OCBE. In addition, three specific GHRM practices (training, performance management, and employee involvement) can be effectively combined to strengthen employees' voluntary green behaviour. This improvement relates to the extent of green performance management and the level of engagement of green employees in the firm. Furthermore, green training was one of the most important factors in increasing employees' voluntary green behaviour. This emphasizes the necessity of applying effective practices of GHRM for environmentally friendly behaviours in the workplace.

Yong et al. (2019) found that green human capital and green relational capital strongly influence green human resource management. To their surprise, green structural capital did not have a significant relation with green human resource management.

According to Mishra (2017) when organisations implement green human resource practices, such as environmental training, green recruitment, performance appraisal, employee involvement, and compensation they tend to generate significant benefits. It indicates that promoting such practices could potentially encourage organizations to adopt sustainable behaviours in the workplace. The analysis further suggests that such top-management support and mutual learning among departments are significant predictors of green behaviors among employees.