Promoting Eco-Friendly in the Workplace: Human Resource Management Perspective

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ABSTRACT

This paper will highlight the important role of human resource management (HR) in an environmentally friendly workplace. The background of the idea of writing this paper is because of the increasing environmental problems, organizations are increasingly aware of the importance of integrating environmentally friendly issues into daily organizational activities. This paper will highlight examples and practices that companies have implemented to encourage an environmentally friendly workplace. This paper will provide benefits for further study on the extent to which organizations can contribute to environmental sustainability through employee involvement.

Keywords: eco-friendly, workplace, human resource management, perspective

1.   INTRODUCTION

Nowadays, environmental awareness has emerged, and this phenomenon is increasing. The emergence of environmental awareness is manifested in the Movement that is considered to support environmental preservation, including recycling behavior in the work environment, where the practice that often appears is the use of paper for printing documents not only for single use but maximized for double-sided sheets. Historically, the Movement to recycle paper was first carried out in Japan, in the 1000s (Metal, 2024), several people or groups see the value of reusing paper, especially when triggered by scarcity. In the 20th century, paper recycling was one form of environmental awareness, especially in the workplace. According to research, paper recycling has significant environmental, economic, and societal implications, and should be integrated into global sustainable development goals (Wolska & Malachowska, 2023).

On the other hand, for companies, adopting initiatives on sustainability issues can generate economic benefits and corporate reputation. Research shows adopting sustainability initiatives, such as environmental innovation and cleaner production, benefits a firm's reputation by improving its legitimacy and stakeholders' perceptions of its commitment to environmental sustainability (Quintana-Garcia, Marchante-Lara, & Benavides-Chicon, 2022). To support this achievement, human resource management plays an important role in encouraging employees' desire to support the efforts built by the company, namely through policies and work culture that will shape employee behavior in efforts to support environmental sustainability.

In order to support environmental sustainability, human resource management must also ensure that all employees have DNA that motivates employees to contribute and take part in a positive environment. Research found the relationship between human resources management and environmental sustainability is demonstrated, as is the connection between human resources management and the social dimension of sustainability (Macke & Genari, 2019).

As efforts to support the realization of a sustainable future increase, Human Resources (HR) is at the forefront facilitated by Human Resource Management. There is a trend that shows that managers engaged in Human Resource Management need to think of unique ways to realize a sustainable future through their employees. Studies show one form of human resource management practice that supports green efforts is training, and with training predictions can be made regarding individual environmental performance and the extent to which perceived organizational support can improve business performance (Paille, Valeau, & Renwick, 2020).

Human Resource Management managers develop innovative strategies to promote environmental responsibility, which is in synergy with business achievements. The concepts of CSR and HRM also have potential, where interest in these two concepts grows over time. in the last decade, with special projections on green management, stakeholders, commitment, competitive advantage, satisfaction, performance, and sustainability (Herrrera & Heras-Rosas, 2020).

Sustainable practices need to be incorporated into the company structure. Incorporating three views of sustainability (market-industry, resource-based, and institutional-based) into a company's strategic plans can better position it for

long-term performance and competitive advantages (Lloret, 2016). By having company strategic plans that include elements of sustainability, it is hoped that all parts of the company will have good environmental awareness. A strategic approach to environmental challenges requires establishing a new mission, re-aligning the company's value system, and modifying behavior throughout the organization for competitive advantage (Hutchinson, 1992).

When human resource management succeeds in building environmentally conscious employee behavior, the organization's commitment to sustainability will be realized. Employee green behavior (EGB) is the core of organizational environmental sustainability (Zacher, Rudolph, & Katz, 2023). The organization's commitment to sustainability manifests in the symbols that the company wants to resonate with the public, both on the website and the workspace, namely the use of energy-efficient electrical equipment, and the beliefs held by employees. Indirectly, these things will impact the community's beliefs about the organization's commitment, both outside the company and within the company. Study found corporate environmental policy and line managers influence employee commitment to environmental goals, even when employees hold weak personal ecological beliefs (Raineri & Paille, 2016).

An environmentally friendly workplace is not only limited to physical appearance but also related to a culture of environmental responsibility. In this case, human resources play a role in terms of direct involvement in sustainability issues. SHRM plays a key role in developing a sustainable work environment and facilitating the attainment of sustainable development goals (Chams & Garcia-Blandon, 2019). Ways that can be taken are by implementing recycling activities, participating in reducing carbon footprints. With the implementation of programs, it is expected not only to contribute to efforts to protect the environment but also to improve employee morale. Study found, a holistic approach to waste management strategy development can help reduce environmental impact and improve employee morale (Zorpas, 2020).

2. LITERATURE REVIEW

Sustainable Human Resource Management

HRM plays a crucial role in corporate sustainability, and companies should apply sustainable principles to HR practices to achieve the 2030 Agenda's goals (Campos-Garcia, Alonso-Munoz, Gonzales-Sanchez, & Medina-Salgado, 2023). Sustainable human resources management focuses on leadership, environmental sustainability, and social responsibility, with four main categories identified in the review (Macke & Genari, 2019). Green human resource management practices can positively impact social sustainability, with employee green behavior at the workplace playing a key role in this relationship (Amrutha & Geetha, 2020). Sustainable Human Resource Management (SHRM) plays a key role in developing a sustainable work environment and facilitating the attainment of Sustainable Development Goals (SDGs) (Chams & Garcia-Blandon, On the Importance of Sustainable Human Resource Management for the Adoption of Sustainable Development Goals, 2019). Top managers prioritize four dimensions of sustainable HRM (justice, equality, transparency, profitability, and employee well-being) and four broader responsibility areas (legal, ethical, managerial, social, and economic), while largely ignoring ecological responsibility (Järlström, Saru, & Vanhala, 2018).

Ethical Leadership

Ethical leadership is an emerging construct with potential for new discoveries and improved effectiveness in organizations (Brown & Treviño, 2006). Ethical leadership has acceptable criterion-related validity and can predict job attitudes, performance, and trust in leaders, with trust mediating these relationships (Ng & Feldman, 2015). Ethical leadership will have a positive impact on followers which is shown in work results, this form is then understood as a form of perception of justice that occurs as a result of the interaction between leaders and their followers, and this is also related to a leadership style that values transformational and contingent concepts (Bedi, Alpaslan, & Green, 2016). Executives can develop a reputation for ethical leadership by demonstrating their visibility as moral persons and moral managers (Treviño, Hartman, & Brown, 2000).

Positive Organizational Psychology

Positive organizational psychology can significantly influence employee green behavior, but more research is needed to fill research gaps and develop effective interventions (Meyers & Rutjens, 2022). Positive organizational behavior (POB) focuses on developing and managing psychological strengths, promoting positive attitudes and enhancing organizational performance (Luthans, 2002). Positive organizational psychology has more than 100 years of experience, three productivity stages, and a decrease in visibility in recent years, with four popular study topics: well-being at work, positive leadership, work engagement, and psychological capital (Martin-Del-Rio, Neipp, Garcia-Selva, & Solanes-Puchol, 2021).

Employee Green Behaviors

Employee green behavior is related to employee attitudes about being pro-environmental, and in addition is also related to the green psychological climate, where there are a number of related factors, including norms, perceived control, and intentions to predict green behavior (Katz, Rauvola, Rudolph, & Zacher, 2022). Employee green behavior positively impacts employee well-being by increasing self-esteem and perceived organizational support for environmental efforts (Zhang, Yang, Cheng, & Chen, 2021).

Ethical leadership practices will have a positive impact on employees' green behavior, and this also requires a number of factors including a green psychological climate, then employee enthusiasm for the environment that shows harmony, and commitment to the environment, so that the pro-environmental attitude shown by leaders is assumed to be able to strengthen the indirect impact (Saleem, et al., 2021).

Proposition 1: Ethical leadership practices will have a positive impact on environmentally friendly behavior among employees.

Ethical leadership positively impacts employee green behavior through a green psychological climate, employees' harmonious environmental passion, and their environmental commitment (Saleem, et al., 2021).

Proposition 2: Ethical leaderships impact employee green behavior through green psychological climate

Perceived corporate social responsibility directly impacts trust, identification, well-being, and green behavior, with employee well-being further driving green behavior (Su & Swanson, 2019). Corporate social responsibility positively impacts employee green behavior through pro-environmental attitudes, norms, perceived behavioral control, and intentions (Katz, Rauvola, Rudolph, & Zacher, 2022).

Proposition 3: corporate social responsibility impacts employee green behavior

Pro-environmental attitude positively predicts employee green behavior, with controlled and autonomous motivations mediating this relationship, and green work climate perceptions moderating the effect (Tian, Zhang, & Li, 2020).

Proposition 4: pro-environmental attitude impacts employee green behavior
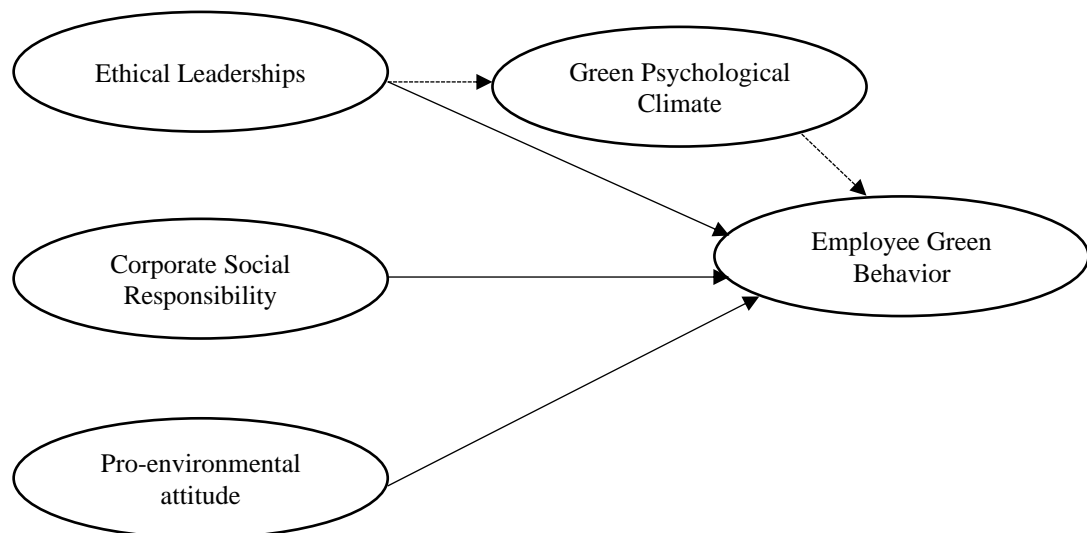

Figure 1. Visual Model

3. METHOD

This study's approach is deductive reasoning and is categorized as quantitative research. It uses dummy-coded variables and regression coefficients to measure and analyze research variables.

4.   RESULTS AND DISCUSSION

Utilizing Generative-AI, gemini.google.com, author entered prompt as follow "how to calculate if the math formula if independent variables are ethical leaderships, corporate social responsibility and pro-environmental attitude, and dependent variable is employee green behavior and mediating variable between ethical leaderships and employee green behavior is green psychological climate", the results shows as follow.

Model 1: Direct Effects

- Employee Green Behavior (EGB) = α + β_1 * Ethical Leadership (EL) + β_2 * Corporate Social Responsibility (CSR) + β_3 * Pro-Environmental Attitude (PEA) + ε

Model 2: Mediating Effect of Green Psychological Climate (GPC)

- GPC = α + γ_1 * EL + γ_2 * CSR + γ_3 * PEA + ε
- EGB = α + β_1 * EL + β_2 * CSR + β_3 * PEA + β_4 * GPC + ε

Where:

- α = intercept
- β_1, β_2, β_3, β_4 = regression coefficients representing the direct effects of the independent variables on the dependent variable
- γ_1, γ_2, γ_3 = regression coefficients representing the effects of the independent variables on the mediating variable
- ε = error term

Through Generative-AI, the suggestion to determine the mediating effect of GPC is through calculation of the indirect effect: Indirect effect = β_1 * γ_1, and assess the significance of the indirect effect by using bootstrapping or Sobel test to assess the significance of the indirect effect.

This article presented four propositions, as follow: 1) proposition 1: ethical leadership impacts employee green behavior positively, 2) proposition 2: Ethical leaderships impact employee green behavior through green psychological climate, 3) proposition 3: corporate social responsibility impacts employee green behavior, and 4) proposition 4: pro-environmental attitude impacts employee green behavior. However according to the equation modelling, the relationships between variables potentially positive related. More data is needed to prove whether this proposed formula is correct or in contrary.

5.   CONCLUSION

The conclusion that can be drawn from this article is that some proposals can be made bycompanies, namely prioritizing sustainability issues in various management contexts, especially through human resource management, encouraging the implementation of policies and practices that encourage employee engagement in sustainability initiatives activities, the importance of encouraging a culture that supports sustainability issues and linking sustainability issues to the company's strategic planning.

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