

Chapter 10

Green Human Resource Management, Employee Motivation, and Organizational Performance: A Literature Review

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ABSTRACT

This study explores the influence of Green Management practices on organizational behavior, focusing on their impact on employee motivation and performance. The purpose is to provide insights into how these practices, including sustainability programs and Green Human Resource Management (GHRM), foster employee engagement and contribute to organizational sustainability. A narrative methodology is adopted for the literature review, enabling a broad exploration of existing research without the constraints of systematic methods. Findings indicate that Green Management enhances organizational performance by aligning employee values with environmental goals, thereby increasing intrinsic motivation and productivity. Additionally, integrating green practices improves company competitiveness, cost reduction, and product quality. This study contributes to the academic discourse on sustainable development and organizational behavior by highlighting Green Management's role in shaping employee behavior and corporate success.

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INTRODUCTION

Faced with the urgency of environmental challenges, many companies are adopting strategies that integrate sustainable practices. Environmental management, or Green Management, has emerged as a relevant response to meet the dual demands of ecological responsibility and organizational performance (Vázquez-Brust et al., 2023). It fits within a broader human resource management perspective by introducing Green Human Resource Management (GHRM) practices. These practices enable companies to cultivate an organizational culture focused on environmental responsibility, aligning individual employee values with the organization's, thus creating a powerful lever for team mobilization and efficiency (Ahmed et al., 2016; Alzgoool, 2019).

This research endeavors to conduct a comprehensive analysis on two interconnected levels. Firstly, it investigates the correlation between Green Management practices, particularly Green Human Resource Management (GHRM), and employee motivational behavior. The primary focus is on understanding how GHRM initiatives can enhance employee motivation. Secondly, the study explores the relationship between GHRM and organizational performance. This research seeks to contribute meaningfully to the existing academic literature on Green Management, motivational behavior, and organizational performance by delving into these aspects under the guidance of these questions: What are GHRM practices? How do GHRM practices influence employee motivation toward environmental sustainability? What types of motivation are influenced by GHRM practices, and what are the key factors driving this motivation? What is the relationship between GHRM practices, employee motivation, and different aspects of organizational performance (financial, operational, environmental and social)? And What are the challenges limiting the effective implementation of GHRM?

It seeks to address the existing research gap by integrating established motivation theories to examine the impact of GHRM on employee motivation. By employing a robust theoretical framework, we aim to uncover the underlying mechanisms driving this relationship, providing deeper insights into how GHRM practices influence employee behaviors. Additionally, this research will present the challenges and barriers to effective GHRM implementation, offering to bridge the gap between theoretical understanding and practical application.

This study adopts a narrative methodology for the literature review. The narrative approach identifies and summarizes existing research (Derish & Annesley, 2011). The systematic methodology was intentionally not chosen, as it requires specific research questions that are considered beyond the scope of this study. Given the topic's broad nature, the narrative approach is deemed more appropriate.

LITERATURE REVIEW

With the growing importance of sustainability in corporate strategies, Green Management has become a pivotal focus for businesses aiming to balance environmental responsibilities with operational effectiveness. This literature review examines how Green Management practices, specifically Green Human Resource Management (GHRM), influence employee behavior and overall organizational performance. The review is structured around three key areas to comprehensively understand the subject.

The first section will provide a historical overview of Green Management, tracing its evolution from early industrial practices to its current integration into business strategies. This section will also present various definitions from the literature, highlighting how the concept has been interpreted and applied

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