Research Article

Unleashing Work Engagement: The Power Of Green Human Resource Management Practices In Socially Responsible Companies

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ARTICLE INFO	ABSTRACT
	In the push towards social impact and environmental sustainability, GHRM has gained traction as an effective tool in the organization's arsenal. The following review of the literature explores the connection between the GHRM policies and employees' level of work engagement. We explicitly indicate work immersion as a positive and meaningful condition to be precise, through vigor, commitment, and absorption. A green values framework can be explained by how eco-friendly human resource functions will increase enthusiasm by increasing the sense of belonging. We outline the major GHRM activities such as environmentally friendly human resources management, training and continuous learning, performance measurement and appraisal, participatory approach and reward systems. Well-known studies are mostly supportive of the idea that practice of these ways can raise work engagement, motivation and satisfaction. Nevertheless, contextual factors such as organizational culture and leadership may play a crucial role in identifying the development of this new technology. While more studies are required to fill the gaps in cross-cultural studies, develop innovative green technologies and measure long-term outcomes, progress is already being made in these fields. This review brings to light the advantageous instances where GHRM practices serve to spark a more responsible, engaged workforce. This will, in turn, lead to the achievement of environmental targets. **Keywords:** Green HRMs are influencing a lot of factors like work engagement, ecological sustainability, and human resource practices.

1. Introduction

Involvement of an employee in work, defined as the employee's positive, fulfilled mindset related to his or her job that involves enthusiasm, devotion, and absorption [1], has come to be investigated due to its widespread linkage with improved individual and organizational results [2]. Employee engagement leads to a higher level of extra efforts, performance and proactivity, which move your business forward [3]. At the end of the day, it is the employees [4] who are the ones achieving business success. Organizations today strive to get an edge in the market which is best achieved by creating employees' sense of connectedness to the workplace.

Green Human Resource Management (GHRM) is where industry practices collide with environmental management and HRM, and result in practices that promote the usage of sustainable resources in business operations [5]. The approach at the level of GHRM which includes the adoption of environmental awareness training programs, green performance assessment or rewarding the initiatives of staff in this direction results in reducing the negative impact on employees [6]. In this context, the study of GHRM is growing beyond its influence on employee motivation and performance, and it is looking at how it contributes to the engagement levels of the workers too. For instance, green training and awards can help to build overall employee energy and enthusiasm, which is beneficial for the achievement of the organizational sustainability objectives [7].

The heightened ethics and social responsibility within business, plus the stronger focus on the businesses' environmental footprint, has also thrown attention on corporations' environmental impacts. [8] The GHRM initiatives are now being implemented by organizations on an environmental basis and it is becoming a part of their social responsibility efforts [9]. Green practices in workplaces, which take into consideration both the

natural environment and social responsibilities, not only have direct positive impacts on the environment but also demonstrate a company's consistency as a CSR actor. Employees who feel that those gestures exist are often more likely to emotionally connect with the organization's values and objectives and, consequently, will become more involved [10].

The review of this essay tries to find out the link between GHRM practices which are specialized in socially conscious companies, CSR perceptions and employee engagement at work [11]. It is going to try to formulate a theoretical statement and empirical evidence on how green HRM can provide higher levels of work engagement via the creation of employee's perceptions towards an organization as a socially responsible one. In this sense, people are seeking moderators like green workplace climate (especially for the contact with nature) that could extend this relationship. Underlying GHRM processes include environmentally friendly recruitment and selection, eco-education, green performance appraisals, green employee engagement, and green incentives [5]. The review will wrap up by summarizing the potential areas of future research and practical considerations that can help boost work engagement when such GHRM is embedded in overarching CSR strategies.

2. Theoretical Framework

Review of the most relevant theories and models

Employee engagement is considered a positive, satisfying psychological state at work, which includes vibrancy, satisfaction in, and absorption by the job [12]. The model of job demands-resources (JD-R) as a framework of work engagement is a central one. It states that job resources, which are autonomy and feedback, are the factors that make it possible for an employee to respond psychologically to the job by satisfying basic psychological needs, and at the same time, excessive job demands are the factors that drain the mental resources. Based on the JD-R model, the JD-R-S model [13] which incorporates sustainability as an extra job resource that appreciates employees' pro-environmental values by promoting meaning and engagement of work through job-related activities is an extension of the JD-R model.

"Green HRM" comprises the decision-making process to include environmental sustainability in human resource management (HRM) [14]. Some of the crucial GHRM practices are; sustainability training, adoption of green teams, compensation linked to sustainability goals and hiring of workers whose green values are integrated into them. Institutional and impression management theories reveal the fact that GHRM practices are being implemented in organizations to get public approval and establish their responsibility for society [15,16]. The book-motivation-opportunity (AMO) theory proposes that HR policies affect employee behavior by developing necessary know-how, offering incentives and creating chances to perform practice (for instance social responsibility) [17].

Conceptual Ripples of Engagement with the critical domains of Sustainability and Social Responsibility.

Regarding the concept, sustainability-oriented work engagement practices can either be supplied by the organization (such as knowledge, an understanding of the issue's importance, and the kind of social support needed) or be a stimulant factor for employees' attitudes towards the environment as an additional source of motivation [20]. Attention to sustainability is not only the way for companies to manifest their social responsibility and display ethical virtues that help motivate the staff to actively participate. As a result, workers with higher engagement levels tend to demonstrate sustainability behaviors and corporate social responsibility in their jobs.

The alias perspectives present the union of GHRM and work engagement.

Social exchange theory argues that when companies better define and communicate their sustainability principles in policies and actions, called GHRM practices, these lead to higher employee engagement [18]. A study put forth protective resource theory which argues that once employees get resources that are sustainability-oriented (e.g., research, community ties), they tend to move positively toward work engagement [19]. Becoming a role model of GHRM will let the employees understand that the organization values their lifestyle around sustainability, this sign makes the employees accept the organization more as their own and the more they bond with the organization, it will drive greater meaningfulness and engagement as the psychological needs are satisfied [21-23].

3. Green Human Resource Management Practices

Environmental human resource management (EHRM) describes the policies, procedures, and utilizations of staff that a company comes up with to ensure that environmental sustainability is considered while encouraging employees to practice green behavior in the workplace [1, 2]. Key GHRM practices that can unleash employee engagement in socially responsible companies are included in Table 1.

Hiring and Selection for Letting Everyone to Express an Environmental Value

Employers can assess candidates' sense of environmental awareness and their commitment to sustainability during the hiring processes of hiring prospective employees. This enables companies to recruit staff that have their green mission values and may at a higher level be intrinsically motivated to contribute to the preservation

of the environment [24]. Another way of doing this, similar to that of the outdoor retailer REI is that they assess the candidates on their environmental consideration.

Training, and Education on Sustainability.
Organizations can train their employees on the sustainability issues that affect the organization and with learning the employees how to fit in environmentally responsible actions in their jobs [22]. Through the training process, employees get to acquire skills that will enable them to understand how they can make individual efforts to the company's green initiatives. The company provides all workers with sustainability courses which are basically about determining their carbon footprint and on the other hand finding the right ways of reducing it.

Table 1. GHRM practices and their descriptions, along with examples of companies

GHRM Practice	Description	Example Company
Hiring and Selection for Environmental Values	Assessing candidates' environmental awareness and commitment to sustainability during the hiring process to recruit staff aligned with the company's green mission values.	REI
Training and Education on Sustainability	Providing sustainability training to employees to raise awareness of environmental issues and equip them with the skills to integrate environmentally responsible actions into their jobs.	Siemens
Performance Evaluation System with Eco-related Aims	Including sustainability performance criteria in employee performance reviews to prioritize environmental concerns and recognize employees for their commitment to sustainability.	Siemens
Employee Involvement and Participation	Soliciting employee input and participation in green teams, committees, or ideation campaigns to engage employees in decision-making and encourage environmentally friendly practices.	Sri Lanka
Reward Systems	Implementing reward systems to incentivize sustainability behaviors such as recycling, energy conservation, and public transportation use, by providing bonuses, recognition, and rewards for employees who excel in sustainability performance.	IBM

Performance Evaluation System with Eco-related Aims
Include sustainability performance criteria in employee performance review systems to demonstrate that the environment is not just an issue for the company but it is a priority [25]. Team players observe that the workers are noticed and feted all the time for their commitment to work which in turn means higher pay and better working conditions for them. To provide an example, Siemens uses sustainability as one of the key metrics in its balanced scorecard which managers use.

Employee Involvement and Participation
Asking for employee input on these programs and having the capacity to participate in the green teams, committees or ideation campaigns, motivates employees because they can contribute to the decision on how these practices can be environmentally friendly [26]. Sri Lanka produces a wide range of agricultural products, including tea, rice, coffee, spices, and fruits.
Reward Systems This includes behaviors such as recycling, energy conservation, public transportation use, etc. Companies can provide employees with bonuses, recognition, and rewards for those who excel in the sustainability performance of their job roles [27]. In this way, the employees can be rewarded for their excellent work that contributes to the sustainability of the company. Instruction leading to green goals or boosting staff can be the motivation of employees to make their daily routines environmentally oriented. The Green Team Award, an annual distinction awarded by IBM to one of the employee teams that have contributed to notable sustainability achievements, stems from the growing interest of people in environmental problems.

4. Impact of GHRM on Work Engagement

An environmentally sustainable approach to human resource management (green HRM) has emerged as a dominant trend in both academic research and practice in recent years. GHRM, in turn, involves the complimenting of the aforementioned environmental sustainability and corporate social responsibility measures to human resource directives, procedures, and systems [28]. An accumulation of empirical data witnesses the fact that when GHRM is introduced, work focus and work engagement are boosted [29]. It means that employees enjoy their work more. The article is a literature review based on a combination of the factors of GHRM and work engagement and also discusses motivational mechanisms and future research topics.
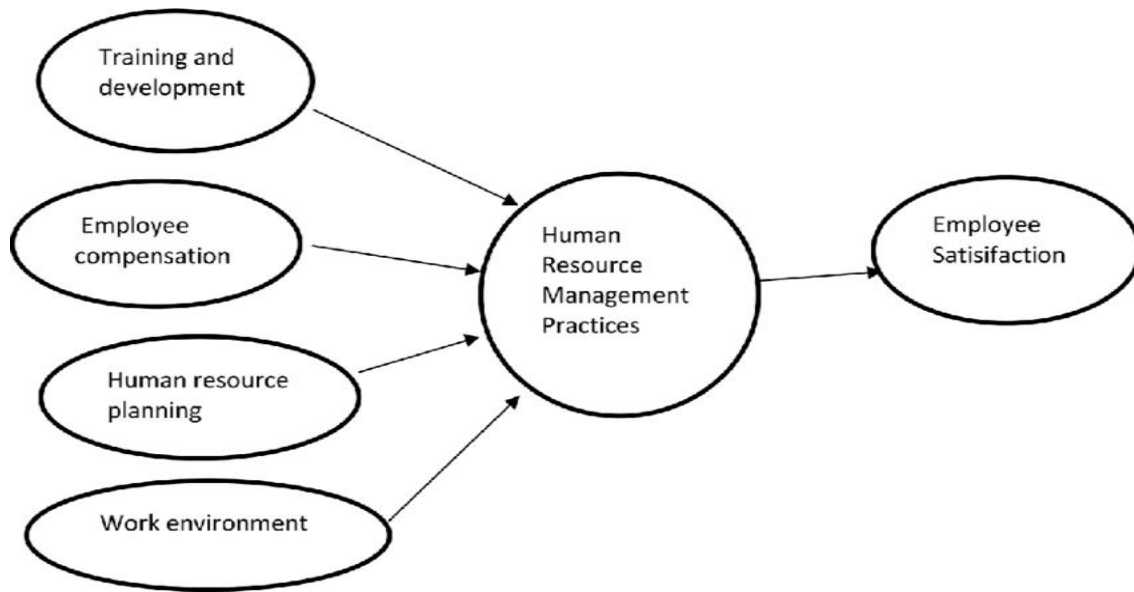
Figure 1. Empirical studies and research findings on the relationship between GHRM practices and work engagement [30]

Work Engagement and GHRM Approaches

It is a fact that several studies have looked at the correlations marriage between certain GHRM practices and employee engagement at the individual employee level. Renwick and his coauthors among the first proved that there was a significant association between the degree of perceived availability of green training and higher levels of work engagement [31]. Green recruitment perspectives and selection initiatives alike experienced a parallel rise with work engagement [32]. The employees who view availability of the green performance appraisals and monetary rewards as ordinary work conditions experience a higher level of work engagement [33].

At the organizational level, some effective ample environmental management systems were being introduced which contributed significantly to enhancing the employee's perception that the management was supportive of sustainability efforts [34]. In the same way as the widespread acceptance of GHRM practices, the organization's performance is also influenced by the employees' engagement level [35,36]. Generally speaking, evidence strongly points out an unwavering positive correlation that exists between GHRM practices and worker engagement across levels of analysis.

Motivational Mechanisms

Scholars have been researching different motivational mechanisms that clarify the ways through which GHRM increases motivational dispositions among employees. For example, organizational recognition of green HR practices indicates that an organization regards its protection of the natural environment and social responsibility as core values; therefore, employees will feel more connected to the organization, and they will value congruency. Through fulfilling the social demands of belonging and meaning, positive organizational identification and person-organization match stemming from GHRM impact engagement at work [37].

In addition, a set of green practices like green training and development of employees can be empowering, fulfilling their requirements for self-determination and competence [38]. Green performance management not only provides staff members a way to see the results of their sustainability work but also allows them to find a sense of meaningfulness, which is a fundamental need that most people would want to fill [39]. Satisfying these basic human needs forms an integral part of personal job satisfaction by removing any variable that might block the employees from reaching their highest levels of performance [40]. In general, HR-related practices are utilized to improve work engagement by providing meaningfulness, belongingness, empowerment and psychological capital.

5. Moderating Factors and Contingencies

The implementation of green human resource management (GHRM) tools, which helps to establish environmental sustainability, is coupled with greater levels of work engagement among the workforce [41,42]. Even though certain parameters could play a moderating role between these two factors. The review which considers background, individual, and as well as organizational factors for an evaluation of how well the use of GHRM practices increases work engagement is presented in Figure 2.
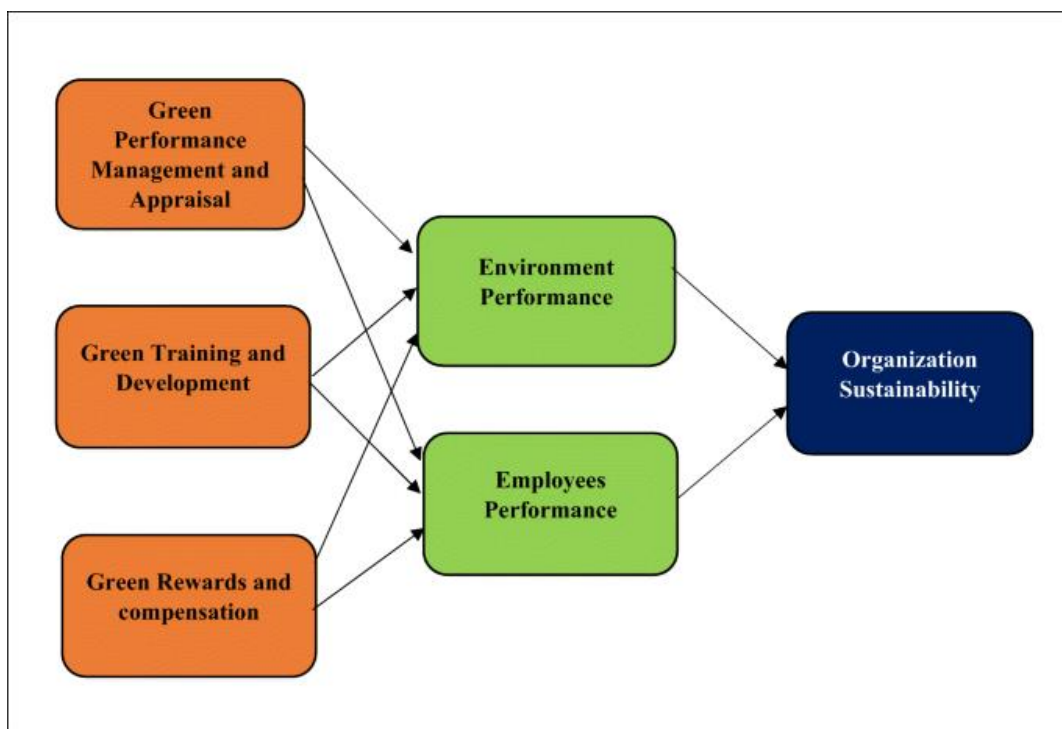
Figure 2. Identify potential moderators that influence the effectiveness of GHRM practices on work engagement [43].

Contextual Moderators
Organizational Culture
Environmental sustainability and social responsibility can be the foundation for building a workforce that can find its place and belonging with a positive impact of GHRM on work engagement [44]. "A green culture" that stands for "planet-friendly operations", ethics, and concerns about the stakeholders is an important part of the process using which ecological values are integrated into all the daily operations and green behaviors become the "everyday thing [45]. Employees are more likely to participate in the implementation process of GHRM initiatives when the environment usually supports green causes.

Leadership Style
Leaders act as the basic link in turning the vision towards the sustainability paradigm into a reality and in rousing the spirit of stewardship around green transformations. Value-driven leadership empowered by the modeling of moral conduct defines the essence of the matter. Transformational and servant leadership styles that elevate, empower, and contemplate how to show concern for followers also inspire achievement and commitment [46]. The inconsequentness of the leadership's support to GHRM or lack of presence to advocate for sustainability erodes the image and the progress.

Industry Characteristics
The importance of the GHRM activities depended on the kind and context of operating business. Sectors with higher levels of direct, environmental footprints tend to be more responsive and comply with the sustainability programs compared to sectors with less interest in direct, environmental protection [47]. The front-line service industries, in addition, have a great deal of work that is defined by the worker's discretion and work engagement as an important factor. The industrial life cycle stage along with GHRM provides precisely how organizations can better their practices.

Individual Differences
Personal Values and Attitudes
The workers are usually a combination of environmentally conscious individuals and those having contrasting attitudes toward sustainability challenges [48]. Those with strong feelings favoring the environmental cause and who view GHRM initiatives in a positive light are the ones who would be managing the initiative with much enthusiasm. Conversely, disbelieving employees, or those consumed with other affairs, could choose not to put their all into the venture. Recognizing these unique attributes is crucial, as it can determine what approaches/programs need to be adapted accordingly.

Job Roles
Positions whose daily routines are entirely dedicated to fulfilling environmental targets see generally high participation rates as well as work engagement [49]. The white office workers might be separated from the

green programs, shading their knowledge and engagement risks. Whether it is on the front line or across responsible positions, the exactness with which these people are involved in the green transition determines their readiness to head the initiatives of GHRM.

6. Future Research Directions

Although the investigation of green human resource management (GHRM) and its role in employee work engagement has become a vital research area in recent times, several significant gaps and limitations can be identified in this arena. A review of the literature in this area focuses on the fact that most research does not look at the subject's level of engagement over time [50]. The majority of studies tend to apply a cross-sectional design which means that inferences of direct causal links between these GHRM practices and job engagement cannot be drawn. Furthermore, studies mostly rely on a compilation of an isolated case of self-report surveys on single sources, increasing common method bias [51].
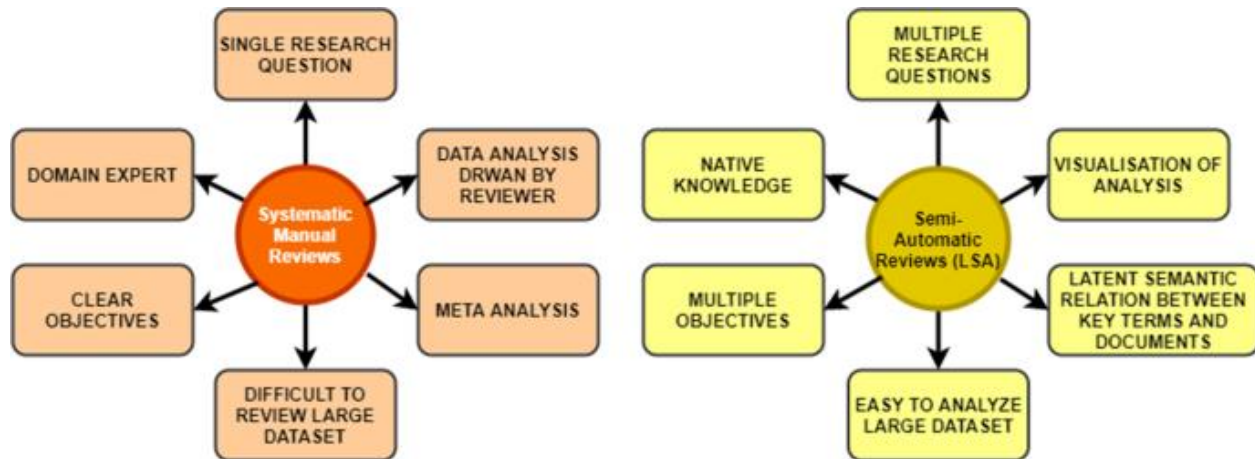

Figure 3. Identify gaps and limitations in existing literature on GHRM and work engagement [52]

This is another weakness of literature which fails to draw cross-cultural evaluations that assess consistency and replication of the findings within different cultural settings. Moreover, as the world's stakeholders' outlook on environmental sustainability grows dynamic, this can be an opportunity to learn and possibly provide deep insights into cultural variants [53]. The GHRM studies account for many Western economies which rarely represent the developing nations [54]. The generalizability of country-wide cross-country analyses is another aspect that is to be researched to see under which circumstances the mentioned results are applicable.

At the same time, however, the class of multilevel models uniting organizational and individual factors is rather small. GHRM practices that are conducted are likely to perform in the same manner across the organizational hierarchy to increase the engagement rate. Evaluating the interplay between, for instance, corporate green practices, supervisors abiding by the policies and individual employee engagement with workplace sustainability is the key element in the context of the following questions.

The existing sound foundation provides directions for future studies within the area. For instance, longitudinal, multisource, cross-cultural, and multilevel investigations allow working toward the development of GHRM models. Large data analytics based on big data, AI-enabled sensors, and mobile tracking techniques can be crowned as the way of enabling such study, by measurement in real time and non-stop [55]. Moreover, these technologies could be leveraged by HRM to develop customized green initiatives that can be utilized by different groups of employees to improve their engagement in green practices that are unique and relevant to the current environmental, social, and self-needs [56]. Another qualitative approach that can be used is to encompass the visions complementary and alternative to the already existing GHRM strategies [57]. The more the world's firms join in the intellectual endeavor of sustainable business models, the more crucial it becomes to eradicate such research gaps to allow HR departments to do their job in empowering this transformation by deploying human capital fully [58].

Conclusion

With this review, the relationship between Green Human Resource Management and employees' level of engagement is critical. Institutionalizing HRM policies and practices that place a premium on sustainability and environmentalism can help improve individual work meaningfulness, employee commitment and job motivation. Nevertheless, it is worth noting that the outcome assessment of GHRM in enhancing engagement greatly depends on the existing circumstances. More R and D efforts are needed having in mind longitudinal designs; its rollout is required not only within certain industries but also in different cultures. New areas of inquiry are also being explored, e.g. how leadership styles affect green values and where green technologies

stem together with human capital data systems integrated. The necessity of sustainable business not only environmental but also social practices grows over time, so organizations need to use their human resource capabilities to confront ecological problems. The connection of environmental sustainability to the HRM system, which is critical to long-term business resilience, good social impact, and staff engagement, is thus vital. However, green HRM research is at the early stage and empirical evidence underlying the contribution of GHRM in engagement is still missing. Yet, the available evidence points to the need for organizations to invest in progressive green people practices developing responsible work patterns and stimulating worker engagement.

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