

# **Employee Green Behavior and Green HR Practice, The Role of Transformational Green Leadership : A Review Literature**

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## **Abstract**

Environmental sustainability is the responsibility of all parties. The company as an element that contributes greatly to environmental damage must be brave enough to face the demands of the world community to pay attention to environmental sustainability. Environmentally friendly behavior is one of the imperatives for organizations to realize environmental sustainability. Therefore, it is important to understand the organizational elements and practices that influence environmentally friendly actions. The purpose of this paper is to review the environmentally friendly behavior of employees, green HR practices that support the creation of environmentally friendly behavior of employees and the role of green transformational leadership that directs and becomes a model for the achievement of corporate environmental performance.

## **Keywords**

*employee green behavior, green human resource practice and green transformational leadership*

## **1. Introduction**

This decade the problem of environmental pollution has received enormous attention around the world. Global warming, pollution and environmental damage have become common problems that are a shared responsibility to overcome. According to Walhi, the facts of ecological emergencies and climate crisis due to the global economic paradigm that places nature as a commodity occur in various parts of the world. From the experience of advocating with the community, Walhi considers that national corporations and Trans-National companies are the main actors and are intertwined with the state through policies and licenses granted.

Therefore, corporations are now paying more attention to environmental sustainability due to stakeholder pressure on environmental issues. Stringent environmental regulations, increasing demand for green products, and pressure to comply with international standards are reflections of stakeholder focus on environmental issues. To mitigate the pressure from these various stakeholders, companies seek to adopt environmentally friendly management systems to improve their corporate image and competitive advantage.

Many companies include environmental performance goals in their triple bottom line strategy. The triple bottom line refers that organizations have responsibilities to shareholders (economic performance) employees and customers (social performance) and the natural environment (environmental performance) (Zacher, et al., 2023). To respond to this challenge, companies are starting to produce environmentally friendly products, develop sustainable products and services, reduce waste, recycle waste, reduce carbon emissions and implement resource-efficient green creativity. Environmental sustainability means responsible human interaction with the natural environment to ensure the continuity of the earth's quality of life. Green behavior is one of the spearheads of the organization in realizing the goal of environmental sustainability.

An eco-business is an organization that is committed to the principles of environmental sustainability in its operations, strives to do so using renewable resources, and tries to minimize negative impacts on the environment of its activities. In this view, the “greening” of business is part of a long-term sustainable strategy, i.e. being able to achieve business tasks in a way that does not develop any economic, social or environmental threats for either current or future generations. Azeem (2019) identifies several categories of green business behavior. Firstly, directly reducing environmental impacts is set to reduce risk, improve the company's brand image and enable the company to keep ahead of the competition. The second is reducing the impact on customers by reducing exposure to unhealthy substances. Third, increase the reuse and recycling of materials used in the production process. Fourth, improve the energy efficiency of the company and customers. Fifth, increase the productivity of company or customer resources. Sixth, implement a system to identify waste reduction, pollution prevention and energy efficiency. Seventh, collect and disseminate information on the company's environmental impacts and performance.

According to Ones and Dilchert (2012) employee green behavior is one of the pro-environmental actions in the context of work in the workplace. To achieve the mission of the green agenda, organizations are actively involved in creating pro-environmental behavior in employees through green HR practices (unspo. The implementation of green human resource practices encourages creativity and environmentally friendly behavior. Green human resource practice can increase employee green behavior by increasing green awareness, which is awareness and attention to environmental issues and their consequences. There are many studies that find that green human resource practice is very influential on employee green behavior such as Dumont et al., 2016; Jia et al., 2018; Kim et al., 2019; Chaudhary, 2019; Aboramadhan, 2020).

In any organizational environment, leadership characteristics and behavior will greatly influence the behavior of subordinates. Many studies have identified that transformational green leadership can influence employee engagement in environmentally friendly behavior such as (Ahmed et al., 2020; Chen & Chang, 2013; Gultom, 2022; Mittal & Dhar, 2016; Normalina et al., 2021; Robertson & Barling, 2013; Wang et al., 2018)

The purpose of this paper is to review the concepts of Employee green behavior as the core of environmentally sustainable organizations and Green HR practices to generate and develop environmentally friendly policies in an effective manner and green transformational leadership that motivates, directs the achievement of environmental sustainability goals. This paper can be a literature to see the development of green HRM and its relationship in shaping employees' green behavior, The review was conducted based on various relevant articles from 2007-2023.

## **2. Literature Review**

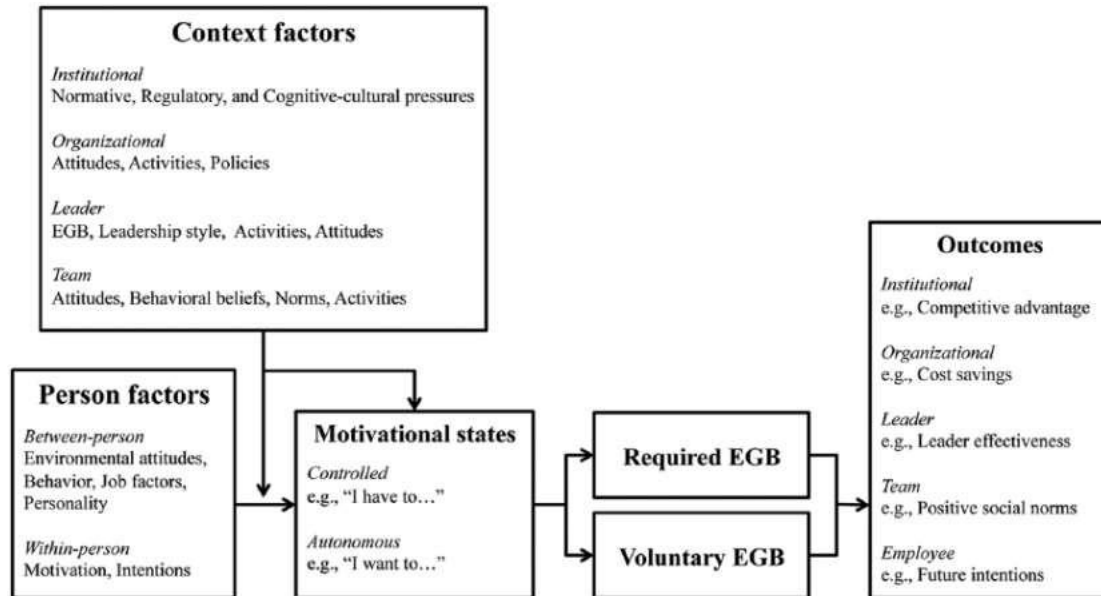
### **A. Employee Green Behavior (EGB)**

Ones and Dilchert (2012a) define Employee green behavior as measurable individual behaviors that contribute to behaviors aimed at environmental sustainability in the work context. Employee Green Behavior is a behavior that can be measured and evaluated for its impact on the environment (Ciocirlan, 2017). Meanwhile, Chou, (2014) explains that employee green behavior includes in-role and extra-role environmentally friendly behaviors as behaviors that respect organizational outcomes through value creation.

Based on Katz et al., (2022) Employee Green Behavior is often associated with organizational support (Manika et al., 2015), organizational identification (Gkorezis & Petridou, 2017), and environmentally friendly human resource management practices (Dumont et al., 2017). A broad definition of EGB as a dimension of multiple job performance (Campbell & Wiernik, 2015). EGB has been incorporated in various disciplines other than OB, including environmental psychology (Paillé & Mejía-Morelos, 2014) and tourism (Tuan, 2018)

Companies seek to improve their environmental performance by introducing workers to green obligations. According to Norton (2012) employee green behavior is divided into two: First, required employee green behavior. Required employee green behavior is environmentally friendly behavior performed in the context of job duties required of employees. Such as complying with organizational policies, changing work methods including choosing responsible alternatives and creating sustainable products or processes. Second, voluntary employee green behavior. Employees can choose to go beyond what is required by the organization with respect to environmental behavior. Voluntary green behavior is environmentally friendly behavior that involves individual initiative that exceeds organizational expectations. This includes prioritizing environmental interests, initiating environmental programs and policies, lobbying and green activities, and encouraging others to get involved. The concept of voluntary employee green behavior aligns with the notion of contextual performance and organizational citizenship behavior, which refers

to behaviors that support the organizational, social and psychological environment in which task performance takes place.



**Figure 1.** Integrated multilevel model for employee green behaviors Norton et al., 2015

Figure 1 shows the conceptual framework of Norton et al. 2015 in discussing employee green behavior. Context factors look at the level of institutions, organizations, leaders and teams. Personal factors can be seen from the motivation of bound or free green behavior of employees who give birth to voluntary behavior that produces outcomes at every level of the company.

According to Francoeur et al. (2021) Employee green behavior can be classified into three sustainable dimensions. First, employee green behavior can be carried out in the role as part of the employee's core duties or additional roles. Second, employee green behavior is direct, namely acting directly to provide benefits or indirectly such as encouraging others to show green behavior. Third, employee green behavior can be low intensity involving little effort, lower risk and gradual; or high intensity involving higher risk and more radical.

## B. The Green Five Taxonomy

The five green taxonomy developed by Ones and Dilchert (2012) became the first nomenclature used in employee green behavior directive guidelines utilized by the industrial world. It became a key attribute in identifying employees' voluntary green behaviors. This taxonomy is a model that classifies employee green behaviors into psychologically meaningful and functionally similar categories. This taxonomy of employee green behavior aims to describe the content of employee green behavior categories and define the construction of individual-level environmental sustainability in the work environment.

The five taxonomies are first, conserving can be interpreted as frugality, avoiding waste. Preservation of water, gas, energy, and other natural resources. This category includes behaviors known as the 3Rs (reduce, reuse and recycle) Second, working sustainably relates to employee behavior to improve the environmental sustainability of work products and processes. The functional core of this category involves adapting products and work processes to minimize their negative impact on the environment. Third avoiding harm is behavior that involves preventing pollution and pollution. Employees can either pollute or prevent it from happening. Fourth influencing others focuses on employee behavior that aims to spread and invite green behavior to others by teaching, guiding encouraging and supporting others. Finally taking initiative describes how employees initiate and promote environmentally relevant

behavior, changing the status quo towards continuous improvement, prioritizing environmental safety over project interests alone. Table 1 below shows the taxonomy of green behavior.

Table 1  
The Green Five Taxonomy and Example of Positif Behavior

Green Five Category	Examples of Possitive Incidents
<b>Conserving</b>	
Reducing use	Turning off lights when not needed; printing double sided
Reusing	Reusing disposable plastic products
Repurposing	Using modern garbage incinerator to heat building; diverting used cooking oil to make biodiesel
Recycling	Recycling cans, bottles, paper
<b>Working Sustainably</b>	
Choosing responsible alternatives	Purchasing nondisposable equipment or supplies; using eco-friendly chemicals or natural ingredients in productions
Changing how work is done	Optimizing shipping program to reduce air shipments
Creating sustainable products and processes	Designing <i>new</i> product to substitute for environmentally unfriendly one; developing <i>new</i> manufacturing process with less environmental impact
Embracing innovation for sustainability	Choosing virtual meetings (videoconferencing, online collaboration) instead of travel; purchasing hybrid cars for company
<b>Avoiding Harm</b>	
Pollution	Upgrading sewer collection system to prevent overflow and contamination of drinking water; treating hazardous waste properly
Monitoring environmental impact	Monitoring emissions from operations; regularly testing groundwater and soil for contamination
Strengthening ecosystems	Planting a "living roof" on a factory building; maintaining wildlife area around work facilities
<b>Influencing Others</b>	
Educating and training for sustainability	Hiring a sustainability education coordinator; participating in courses on proper chemical handling
Encouraging and supporting	Encouraging carpooling and providing benefit for it; asking co-workers to dress warmly instead of using space heaters
<b>Taking Initiative</b>	
Initiating programs and policies	Starting a new environmental program; instituting a policy on reduced energy use
Lobbying and activism	Pushing organization to disclose environmental record; arguing for environmental issues on board
Putting environmental interests first	Not using air conditioners on hot days; turning down an environmentally unfriendly project

### C. Green Human Resource Practice (Green HR Practice)

Human Resource Management is a strategic approach to effectively managing employees within an organization to gain competitive advantage. HR practices have the ability to influence and measure employee behaviors, attitudes, relating to sustainability. Therefore organizations should be able to use HR practices for the

implementation of sustainable environmental policies (Mishra, 2017). Based on the issue of environmental sustainability the term green HR practices came to the fore.

Green HR practices can be defined as HR practices and policies that sustain the business and aim to prevent damage arising from anti-environmental activities in the organization (Renwick et al., 2013). Green HR practices and principles are a set of approaches, policies, methods, and strategies that motivate company employees to perform green behaviors and create an environmentally friendly work environment that is resource-efficient and socially responsible Shen et al., (2016). Green HR is based on an environmentally friendly perspective and aims to promote a green organizational culture to encourage employees to do their jobs in the most environmentally friendly way. Green human resource practices involve the integration of environmental management into HRM processes to promote sustainability within the organization (Kim et al., 2019)

According to Jamal et al., (2021) the main purpose of green human resource practice is to reduce the negative impact that companies have on the environment and to increase environmental awareness among organizational employees. Green human resource practice is a characteristic that can be used to gain a better understanding of the relationship between an organization's activities and their environmental consequences for continuous capacity improvement (Longoni et al., 2018).

An important part of sustainable capability is Green HRM practices. Green HRM takes an environmental approach that aims to create a green work environment that encourages employees to do their jobs in an environmentally friendly and responsible way (Pham et al., 2020). Some green human resource management practices according to (Kuo et al., 2022).

a) Compensation and Reward

Refers to how the company appreciates and praises the efforts of employees in demonstrating green (environmentally friendly) behavior by providing incentives and rewards so that they are more motivated to continue to strive to demonstrate and maintain green behavior (S. Ahmad, 2015; Maderazo, 2016; Mandago, 2018)

b) Green Performance and Green Performance Appraisal

Performance is the extent to which employees engage in behaviors (actions and activities) and produce results with respect to greening over a specified period. (Ardiza et al., 2021; Bilal & Zia-ur-rehman, 2017). It can also be defined by measuring the production of individuals who are evaluated based on how they contribute to a greener environment. (Ahmad, 2021; Mishra, 2017)

c) Training and Development

Training is the process of preparing multi-talented individuals for the increased instruction required for innovation (Gill et al., 2021; Rani & Mishra, 2014). Meanwhile, development is defined as the development of attitudes, behaviors, knowledge, and skills in employees to stop the corrosion of attitudes, skills and knowledge related to the environment. (Fayeq Obaid & Bte Alias, 2015)

d) Recruitment and Selection

This practice is an important part of green HR practices, as it is the process of sourcing and selecting the most appropriate candidates and looking at the concept of green understanding they have and their desire to contribute to green behavior (Mwita & Kinemo, 2018)

#### **D. Green Transformational Leadership**

Leadership means influencing people to work towards organizational, group, or perhaps personal goals of the leader. Kuenzi (2009) considers that leadership is an excellent antecedent in influencing employee behavior. Green transformational leadership is a leadership style that aims to motivate employees to achieve green goals, shape employees' green vision, and encourage green change in the organization (Wang, et al., 2018). Green transformational leaders seek to protect the environment by stimulating green behaviors in their followers, such as reducing energy consumption, recycling waste, and innovating green products and services. Green transformational leadership has been identified as the most effective leadership style for improving environmental performance and organizational sustainability.

Green transformational leadership defined as management's willingness to motivate employees to achieve environmental goals within the organization (Chen et al., 2014). Meanwhile Jia et al., (2018) there are several characteristics of green leadership :

- a. Green transformational leadership creates an environment that follows strict green standards in the organization

- b. Green transformational leadership provide support and motivate their followers to think with new perspective
- c. Green transformational leadership result in improved green product development performance by articulating a broader vision of environment, defining environmental standards and inspiring followers with environmental goals and standards
- d. Green transformational leadership recognize and reward followers for their green achievements and contributions

Green transformational leaders influence employees through green plans, visions, goals, beliefs, and ideas (Chen and Chang 2013). Green transformational leadership will directly influence employee green behavior. Transformational leadership style focuses on the needs of all stakeholders, and also how legitimacy can be created. Strategic leadership theory proposes that the prevalence of transformational leadership in organizations determines the success of environmental social responsibility (Chang & Chen, 2014). The role of green leadership is reflected in environmentally friendly policies that are implemented and can be supported by organizational members. In addition, companies need to address current environmental problems because the company's response to the environment will also affect financial performance. Companies that care about the environment are triggered by the attitude of their owners in addressing environmental issues. Personal values towards the environment are commonly referred to as belief systems.

#### **E. Green Human Resource Practice and Green Employee Behavior**

Green Human Resources can influence employees' green behavior in various ways. First, communicating the organization's preference for green during recruitment and considering individual environmental values in the employee selection process is likely to increase employees' green awareness and understanding (Renwick et al., 2013). Second, involving employees in the implementation of green initiatives and providing green training, will increase employees' knowledge, skills, and abilities and make them more psychologically prepared to engage in green behaviors. Third, HRM theories suggest that the effectiveness of HRM practices in eliciting the right behaviors in the workplace depends on employees' understanding of the need and urgency to adopt these practices (Nishii, Lepak, & Schneider, 2008).

Adoption of Green Human Resource Management policies and practices signals the organization's commitment to contribute to environmental conservation, and will make employees work towards achieving the organization's green goals. Finally, promotions and rewards that recognize and reward employees' green performance will motivate them to engage and contribute in green activities (Renwick et al., 2013). This argument is supported by Dumont et al.'s (2017) research which found that green HR practices have a direct and indirect influence through the creation of a psychological green climate. Green behaviors are also influenced by individuals' awareness of the organization's green culture, their willingness to carry out those green behaviors and the green habits they follow in their daily lives. Green HR practices can improve employees' green behavior by:

- a) Increasing employees' green awareness by increasing green awareness which means awareness and concern for environmental issues and their consequences.
- b) Influencing employees' green behavior by fostering green organizational identity, which is a sense of belonging and identification with the organization's green values and mission.
- c) Influencing employees' green behavior by providing green training, performance appraisals, compensation and participation opportunities. These can help employees acquire green knowledge and skills, receive feedback and rewards for their green performance and have a voice of involvement in green decision-making.
- d) Influence green behavior by shaping the clarity of their pro-green goals and fostering understanding and acceptance of the organization's green goals and values.
- e) Impacting employee green behavior by increasing green innovation and green creativity which is the ability to implement and adopt new solutions to address environmental issues or green products and services.

Hindering factors such as lack of professional advice to adopt green practices, increased implementation and maintenance costs, and lack of management willingness to distribute knowledge regarding green practices and skills (Hussein et al., 2016).

#### **D. Green Transformational Leadership and Employee Green Behavior**

Leaders must be able to determine how companies can become more socially responsible, ecologically sustainable and economically competitive. Companies must respond to current environmental issues. According to Graves et al., (2013) the leadership style will determine the company's response to its environment. Green leadership is the leader's ability to influence subordinates and mobilize the organization to realize the vision of ecological sustainability in the long term. Green Leadership includes four objectives : (1) inspire a shared environmental vision; (2) approach environmental management; (3) create partnerships with stakeholders to solve environmental problems; and (4) be responsible for environmental education activities by influencing subordinates in environmental management initiatives.

Green transformational leadership encourages organizational innovation and stimulates followers' innovative ideas to solve environmental problems (Bass, 1985). Encouragement to employees is being provided by green transformational leaders who encourage organizational innovation and stimulate their followers' innovative ideas to solve environmental problems. transformational leadership has a positive impact on green performance and innovative performance

Transformational leadership is a leadership approach that causes change in individuals and social systems. It enhances the motivation, morale, and performance of followers through various mechanisms. Green transformational leadership play a crucial role in shaping employees attitudes and behaviors related to environmental responsibility (Kura, 2016). Green human resource practices involve the integration of environmental management into HRM processes to promote sustainability within the organization. Relationship between Transformational Leadership and Green HR Practices include : 1) alignment of values: transformational leaders often emphasize values and ethical standards, which align well with the principles of sustainability and green HR practices. 2) encouraging innovation: transformational leaders' focus on intellectual stimulation can foster an environment where green HR practices are developed and implemented. 3) inspiration and motivation ; providing a compelling vision that includes environmental stewardship, transformational leaders can motivate employees to engage in green HR practices. 4) support and development: transformational leaders' attention to individualized consideration can help in developing employees' skills and knowledge related to green practices.

#### **Conclusion**

Employee green behavior cannot stand alone without being supported and shaped in the organization. Employee green behavior must be a behavior that is integrated and aligned with the company's strategic vision to maintain environmental sustainability. Therefore, the organization must legitimize employee green behavior as the behavior expected by the organization through green HRM practices as a tool that measures behavior and directs employee green behavior. Supported by leadership that supports and motivates employees to demonstrate environmentally friendly behavior through transformational green leadership.



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