

# Adaption of green human resources management practices in Malaysian manufacturing context

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**Abstract:** As the idea of Green Human Resource Management (GHRM) has become more and more popular worldwide, environmental management has recently received a lot of attention for its role in combating climate change. Ensuring efficient environmental management (EM) within organizations has been made possible in large part by this awareness of environmental sustainability. This study aims to evaluate the application and impact of GHRM practices in Malaysia's manufacturing industry. It also looks at how these green performances affect the organizations as a whole. This study uses a thorough survey that is distributed to workers in order to methodically look at how widely GHRM concepts are used in manufacturing firms. Additionally investigated is the relationship between improved environmental performance within these firms and the integration of these techniques. Our findings highlight the critical role HR departments play in the manufacturing sector's efforts to achieve environmental sustainability. The results highlight the value of incorporating sustainable strategies into human resources policies and procedures by showing a strong association between the adoption of GHRM practices and enhancements in organizational green performance. This study offers a model for other firms to follow and advances knowledge of the strategic significance of human resources in the accomplishment of environmental goals.

**Keywords:** Green Human Resource Management (GHRM), Manufacturing Sector; Organizational Green Performance, Environmental Sustainability.

## Introduction

The concept of Green Human Resource Management (GHRM) has garnered significant interest in recent times as a crucial strategy for augmenting environmental sustainability within organizational settings. Renwick, Redman, and Maguire (2013) acknowledged that GHRM is becoming more and more significant, and that it helps promote environmentally responsible business practices. Green hiring, training, performance management, and compensation plans are just a few of the tactics included in GHRM that help minimize the environmental effect of organizational operations (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). This is often relevant to the industrial sector, which is

frequently blamed for having significant negative environmental effects. Daily, Bishop, and Steiner (2007) underlined how important GHRM is to this industry's drive toward ecological sustainability. Due to the rapid expansion of Malaysian manufacturing sectors, environmental issues have been crucial in many ways. As noted by Eiadat, Kelly, Roche, and Eyadat (2008), the industry plays a key part in Malaysia's economic development and is experiencing growing scrutiny to adopt sustainable concept. The motivation behind this transformation is based-on global environmental issues and rigorous regulatory standards. Zhu, Sarkis, and Lai (2012) claimed that embedding GHRM fundamentals into Malaysian manufacturing firms is in line with global sustainability trends and gives a way to enhance competitive edge and corporate standing.

Contemporary literature consistently emphasizes the key role of GHRM in facilitating sustainable development. Nguyen, Bosch, and Sun (2022) concluded that there is a growing link between GHRM practices and both improved environmental performance and development of a culture of sustainability inside organizations. Additionally, a study conducted by Li and Zhang (2023) indicates that the effective implementations of GHRM has a substantial impact on staff moral and retention by harmonizing both individual and organizational environmental values. These findings indicate that there is a growing recognition of the strategic significance of GHRM in modern green practices. Furthermore, dealing with this gap might offer essential insights for corporations aiming to effectively incorporate sustainable practices into their operational framework. Two key research questions are investigated as follows:

- (a). To what extent have Malaysian manufacturing companies adopted green recruiting and selection, training and development, performance management, and remuneration systems?
- (b). In what way do GHRM practices affect the green performance of manufacturing companies in Malaysia?
- (c). What obstacles must be overcome in order to put GHRM practices into effect, and how do these practices affect managerial and organizational policies?

The main goal of this research project is to find out how much green HRM practices are used by Malaysian manufacturing organizations and how this has an impact on environmental sustainability. The primary goal of this study is to offer significant new perspectives on the ways in which industrial sector sustainability is aided by human resource management. This will be accomplished by looking at the connections between green HRM practices and environmental outcomes that have been emphasized by O'Donohue & Torugsa (2016) and Smith & Thomas (2024). The results of the study should increase understanding of GHRM's strategic importance in promoting sustainable industrial practices.

### **Problem Statement**

The effectiveness and integration of green human resource management (GHRM) in the industrial sector have not received enough attention, despite the fact that it is becoming more widely acknowledged as a crucial instrument for advancing environmental sustainability in businesses. Global manufacturing sectors, known for their significant environmental impact, are currently at a turning point in their development where integrating sustainable practices is not only beneficial but also required to preserve operational legitimacy and adhere to increasingly stringent environmental regulations (Daily, Bishop, & Steiner, 2007). Malaysia's industrial industry is essential to the nation's economy and environmental deterioration. According to recent study, there is a significant variation in the depth and

extent of GHRM practices implemented across various entities, even if a number of firms have begun to do so (Zhu, Sarkis, & Lai, 2012). Furthermore, Nguyen, Bosch, and Sun (2022) contend that there is a lack of convincing proof of the actual improvement of green outcomes as a result of these initiatives, highlighting the disconnect between GHRM policies and their tangible results. This discrepancy prompts investigations into the factors influencing the effective implementation of GHRM practices and their actual impact on business sustainability. According to Li and Zhang's (2023) recent research, GHRM can improve employee engagement and retention by bringing individuals' and organizations' environmental values into alignment. To ascertain the precise effect of GHRM practices on the more comprehensive organisational framework in the Malaysian manufacturing sector, more investigation is necessary. This ambiguity highlights the need for a comprehensive analysis that measures the extent to which GHRM have been implemented and examines their efficacy in improving an organization's environmental performance.

Thus, this study's primary goal is to address these weaknesses by assessing the extent to which GHRM practices are incorporated into Malaysian manufacturing companies. Furthermore, to evaluate how GHRM affects environmental performance results. In doing so, it hopes to contribute to the larger objective of sustainable industrial development by offering practical insights that help direct the creation of GHRM strategies that are more effective.

### **Objective**

**To Look into the Implementation of GHRM Practices:** The first goal is to determine the extent to which Malaysian manufacturing companies implement green human resource management (GHRM) practices. Examples of these practices include green reward and compensation schemes, green performance management and appraisal, green training and development, and green recruitment and selection. This study also aims to assess the variations in the levels across various businesses and pinpoint the critical components that influence how these factors are executed. In order to evaluate how GHRM affects environmental performance: The second goal is to look at how these GHRM practices affect the organizational green performance of Malaysian manufacturing firms. Analyzing the ways in which GHRM practices help achieve environmental sustainability objectives and lower waste and pollution levels is part of this. In order to evaluate how GHRM affects environmental performance: The second goal is to look at how these GHRM practices affect the organizational green performance of Malaysian manufacturing firms. Analyzing the ways in which GHRM practices help achieve environmental sustainability objectives and lower waste and pollution levels is part of this. Furthermore, more economical use of resources and adherence to strict environmental laws.

**Examine Implementation Difficulties:** The third goal is to investigate the difficulties and barriers Malaysian manufacturing companies have encountered when attempting to incorporate GHRM principles. The goal of this study is to identify the extrinsic and intrinsic factors that prevent.

**To Formulate Suggestions for Improving GHRM Efficiency:** Developing recommendations for strategy is the fourth goal of this research. The principal aim is to tackle the recognized obstacles to guaranteeing the efficacy of the GHRM concept in the targeted domain. The primary goal of these recommendations is to remove the obstacles that are in the way of encouraging sustainable practices in the production industries while simultaneously enhancing compliance and incorporating environmental standards into corporate culture.

## **LITERATURE REVIEW**

### **Earlier Concept and Definition of Green HRM**

Today's economy is significantly impacted by environmental obstacles and resource limitations. The globe is undergoing a significant shift as environmental sustainability gains more recognition. The need to challenge the paradigms of development and economic growth is therefore urgent. These changes include the way environmental movements operate, which has prompted national governments to set higher environmental standards and promote closer international collaboration. In numerous nations, civil society is becoming increasingly recognized in tandem with the commitment to building environmentally sustainable economies. Organizations are compelled by these sociocultural and economic shifts to incorporate environmental management (EM) into their business plans, which creates a number of new challenges.

Environmental management (EM) techniques and green initiatives cannot be successfully implemented without the use of green human resource management (GHRM). It is one of the tools that organizations use to prepare for environmental issues. The growing corpus of literature on sustainable development is evolving with the concept of Green Human Resource Management, or GHRM. There is a link between various aspects of Environmental Management (EM), Green Human Resource Management (GHRM), and the overall environmental performance in the Asia Pacific region, according to recent research. Despite a recent surge in research, little is known about the theoretical foundations of GHRM, how it is evaluated, what factors go into it, and how it affects organizational outcomes.

The GHRM study brings to light a few new problems that need to be addressed but weren't included in previous research. The majority of recently published research focuses on GHRM in connection to organizations. On the other hand, a growing corpus of research focuses on the person level, especially with regard to green behavior and attitudes. Moreover, while green training is the subject of much research in HRM, there is also a lot of attention being paid to new forms of employment. In addition, the research suggests a shift from characterizing the presence or absence of GHRM practices to investigating the pre-, during, and post-GHRM occurrences.

This shift indicates that GHRM will soon become a more prominent area of academic research. When organizations tried to integrate sustainability into their internal operations and decision-making procedures, the concept of GHRM was born. After the United Nations presented the concept of sustainable development in the Brundtland Report, it became widely accepted. According to this article, sustainable development is the goal of development that satisfies current demands without endangering the ability of future generations to satiate their own. Sustainable development is characterized by the simultaneous and seamless integration of economic development, social inclusion, and environmental protection, setting it apart from traditional growth models. In terms of sustainable development, the natural environment and organizational operations are closely linked since they both influence and are influenced by one another within the context of the organization. An extensive continuum that includes all HRM activities, such as talent recruitment and selection, compensation and rewards, performance evaluation, training and development, employment relations, and organizational sustainability, is frequently used to examine and analyze the process of integrating environmentally sustainable practices into HRM. The researchers suggest that hiring people with environmentally conscious beliefs and abilities should be the first step in implementing green HRM. Additionally, HRM must develop training programs and raise staff members' environmental management proficiency. It is advised that HRM include written-based indicators in appraisals and performance management systems. As a result, HR managers find it more convenient to pay and recognize staff members who behave in an ecologically sustainable manner. Work-life balance is advised to be promoted by organizations in order to attain sustainability.

Green work-life balance is proposed by Muster and Schrader as an innovative approach to Green HRM. According to the survey, employers should recognize that workers have a dual role that benefits both the company and their family. This element helps workers become more motivated at work and reduces employee turnover.

Moreover, the integration of technologies and Green HRM are often studied together. By streamlining leave applications and enabling online access to HR data, the application of technology to HRM operations clearly improves people management. It reduces the amount of time required for HR procedures, speeds up information exchange in working relationships, uses less paper, simplifies internal training and communication, and fits in with company goals. Thanks to technology, staff members can communicate with HR from the convenience of their own workstations. Imagine that a worker's office is located in a foreign nation, distant from the corporate headquarters, and not even in the same city.

To sum up, Figure 1 depicts the earlier idea of strategic green human resource management. Work-life balance, E-HRM, and CSR are just a few of the measures that can improve an organization's sustainability. To the advantage of all parties involved, these projects ought to include the economic, social, and environmental aspects.

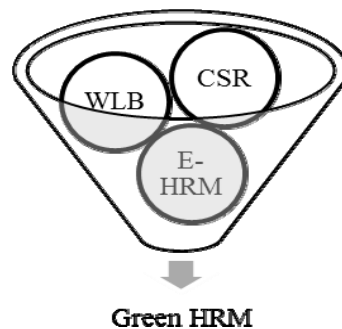


Figure 1: Strategic green human resource management.

### Implementing GHRM in Malaysia's Industrial Sector

The industrial sector in Malaysia is gradually realizing how strategically important it is to apply Green Human Resource Management (GHRM) practices. This realization is partly attributable to local government initiatives to cut down on resource waste and industrial pollution as well as mounting international pressure for environmental sustainability. The global manufacturing industry is pushed to align with these standards and use GHRM as a vehicle for both environmental and economic sustainability, as industries around the world are being called upon to reduce their environmental impacts (Smith & Thomas, 2024).

**Present Status of Implementation:** According to recent studies, different manufacturing companies in Malaysia have varied greatly in their adoption of GHRM practices. Integrating sustainability into a company's fundamental operating strategies requires the implementation of certain practices, such as eco-friendly hiring, sustainable training initiatives, eco-friendly performance management systems that incentivize eco-friendly actions, and eco-friendly remuneration plans. Nguyen, Bosch, and Sun (2022) have noted a discrepancy between the development of policies and their actual implementation, indicating that although many organizations have created GHRM policies, their implementation is frequently insufficient.

**Implementation Challenges:** Senior management and HR professionals' ignorance of the potential advantages of GHRM is a major barrier to the successful use of GHRM practices in Malaysia. This is

important not only for the environment but also for employee happiness and business profitability. Improved employee engagement levels and lower turnover rates are indicators of a direct association between sustainable HR policies and improved firm efficiency, according to Li and Zhang (2023). Additionally, it implies a strong correlation between enhanced organizational performance and sustainable HR policies. Moreover, cultural norms and aversion to change make it challenging to convert traditional HR methods into more sustainable ones (Sitbon & Johansson, 2021).

**Strategies for Effective Implementation:** To solve the issues of efficient implementations, Malaysian production enterprises should place a strong emphasis on implementing training and development programs. These will enlighten and enable senior management and HR specialists about the possible advantages and GHRM implementation strategies. This entails incorporating durability into professional development programs' main curricula, which include seminars and workshops. Furthermore, involving stakeholders at all levels—from government agencies to specific workers—can help ensure a more seamless transition and increased support for GHRM programs (Nguyen, Bosch, & Sun, 2022).

### **Defining and Understanding the Impact of Green Performance in Organizations**

In the modern business context, the GHRM has emerged as a crucial indicator for evaluating the environmental sustainability of organizational actions. Companies are being forced to reorganize as a result of the shifting expectations of their customers and the increasing needs of regulations. Furthermore, companies across all industries are being compelled to reevaluate and revamp their operational strategies. In addition, companies must address environmental considerations in order to meet customer demand for more sustainably produced goods and services. The idea of Green Human Resource Management (GHRM), which unites conventional HR procedures with environmental management to promote sustainable business operations, is the foundation of this change (Smith & Thomas, 2024).

There are multiple factors that go into figuring out how well corporate sectors use green practices in terms of managing their ecological standards and conforming to environmental laws. This process involves a number of techniques, such as cutting greenhouse gas emissions and managing waste to conserve energy and water. Therefore, it is crucial to follow sustainability standards while coming up with proactive ideas that have a big impact on the state of the world (Li & Zhang, 2023). It is a crucial component of corporate social responsibility, or CSR, and is becoming more widely acknowledged as a significant influence in the development of an organization's reputation and competitiveness.

The significance of green performance lies in the fact that environmental sustainability is largely dependent on the implementation of eco-friendly practices in the manufacturing sector. It is impossible to overstate how important environmentally friendly performance is. More significantly, it gives organizations a tangible framework to demonstrate their commitment to sustainable development. Furthermore, the technology gives organizations a strong platform to emphasize their commitment to environmental sustainability, which is essential for drawing in and keeping customers and investors. When making decisions, these stakeholders prioritize environmental ethics. Furthermore, companies with a strong history of environmental sustainability are in a better position to lower any risks associated with environmental liabilities. Similarly, companies can frequently profit from incentives such as tax breaks and subsidies (Nguyen, Bosch, 2022).

Although it is important, measuring green performance is not without its challenges. It can be



challenging to create standardized metrics that provide meaningful evaluation for various businesses and activities since it requires striking a balance between board application and the necessary degree of precision. Furthermore, organizational reorganization and upfront costs are typically taken into account when adapting ways to increase green practices. This enormous undertaking may present significant challenges for small and medium-sized enterprises (SMEs).

### **Exploring the Dynamics of Green HRM in Manufacturing: Challenges and Opportunities**

As Malaysia's manufacturing sectors progressively grow, the integration of Green Human Resource Management (GHRM) practices becomes increasingly important. GHRM represents a significant change in how environmental management and human resource strategies were seamlessly integrated. Long-term operational efficiencies and improved corporate responsibility are the goals of this. In addition to effectively addressing environmental issues, the realization of this comprehensive integration creates new opportunities for innovation and competitive advantage across the industry (Smith & Thomas, 2024).

Nonetheless, a number of obstacles stand in the way of GHRM's full integration into Malaysia's manufacturing sector. When it comes to the upfront costs involved in implementing environmentally friendly policies, many businesses face obstacles. Likewise, it involves the complexity of educating staff members about fresh environmental programs and the general company culture adjustments necessary to support these adjustments. Furthermore, differences in commitment levels between different management tiers can have a big impact on how effective GHRM strategies are. (Sun, Bosch, and Nguyen, 2022). GHRM technologies have the ability to greatly enhance the production industry's environmental performance, notwithstanding its drawbacks. These are opportunities that are present in every industrial sector. The use of ecofriendly technology and methods can lead to continuous cost reduction and increased productivity. Furthermore, given the industry's substantial environmental effect, even modest gains in green performance can have a big influence on the sector's overall sustainability. Employee participation in sustainability initiatives that apply GHRM principles can boost morale and inspire creativity, which will help to foster a more adaptable and resilient business culture. The research emphasizes how crucial GHRM practices are for maintaining organizational stability, particularly within the manufacturing sector. since this industry has a lot of serious environmental risks. Employers may develop a workforce that is deeply committed to environmentally responsible management in addition to being highly trained and motivated. There are several steps that may be done to guarantee the successful implementation of these green practices, such as performance management, green hiring, and incentives.

Consequently, Malaysian manufacturing sectors show how important it is to understand GHRM dynamics. This means not just identifying the barriers and facilitators to its widespread adoption but also seizing the unique opportunities it presents to transform traditional manufacturing techniques into a robust and sustainable growth strategy.

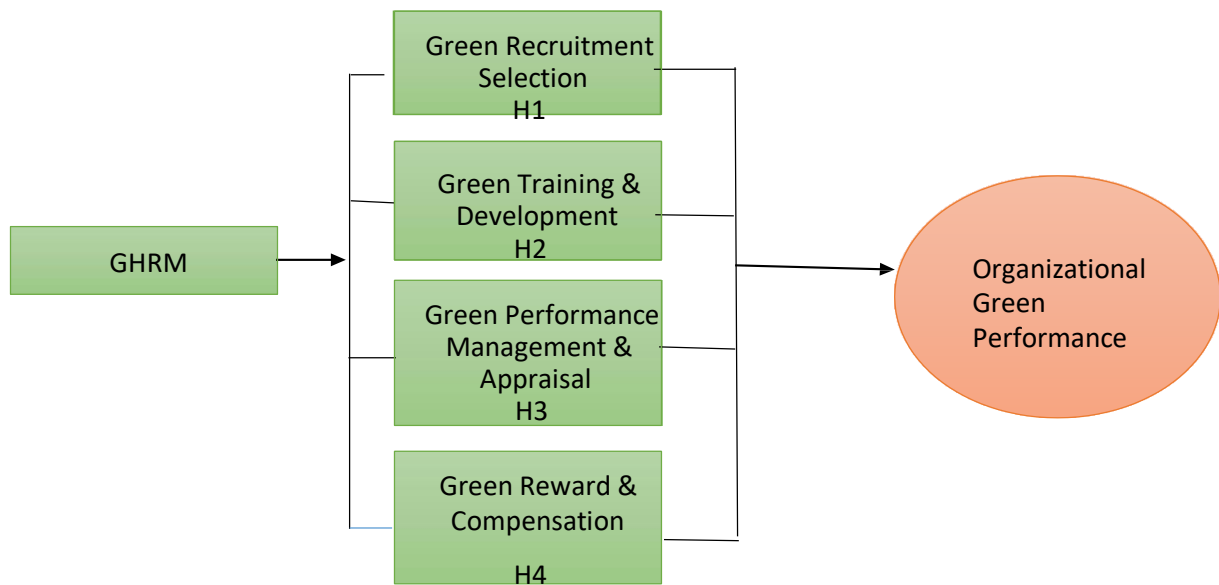


Figure 2: Conceptual Research Model Formwork by Author

## METHODOLOGY

### Research Design

The present investigation employs a cross-sectional survey strategy, utilizing a quantitative research technique, to examine the implementation of Green Human Resource Management (GHRM) practices and their impact on the environmental sustainability of manufacturing organizations in Malaysia. The chosen design aims to provide a fleeting depiction of current GHRM practices and organizational performance with respect to environmental sustainability at a certain turning point.

### Instrument for Surveys

There are two main sections to the survey questions. The first section collects demographic data, including jobs within the organization, duration of employment, and the size and type of the manufacturing facility for participants. Including this demographic data help categorize the data analysis so that differences across several categories can be understood. The participants' opinions on the scope and efficacy of GHRM practices adopted in their organization are evaluated in the second section of the questionnaire. The paper is made up of a number of declarations covering various facets of green performance management, hiring, training, and compensation, among other components of green human resource management (GHRM). A five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), used by participants to rate these claims. In social science research, the aforementioned scale is frequently used to measure attitudes or perceptions. According to Smith and Thomas (2024), it is suitable for analyzing the degree of conformity with the set protocols.

### Sample and Procedure for Sampling

This survey has been administered to Malaysian industrial workers who have implemented GHRM concepts at various organizational levels. To ensure that employees at all levels and in a variety of manufacturing areas are adequately represented, a stratified random sample approach will be used. This method makes it possible to analyze the differences and similarities between how employees at different levels—operational personnel, middle management, and senior management perceive GHRM.

### Information Gathering and Examining



Digital methods have been used for reply dissemination and collection during the online data gathering process. This approach will ensure increased efficacy and a wider reach. The process of obtaining and gathering data will be streamlined using an online platform. After gathering the data, we'll use statistical analysis software like SPSS or R to carry out the analysis. While inferential statistics, such as regression analysis, examine the connections between perceived green performance outcomes, GHRM practice adoption, and demographic characteristics, descriptive statistics provide a succinct summary of the data.

Additionally, factor analysis can be used to uncover underlying variables (or factors) that account for the pattern of correlations in the collection of observed data in order to further the investigation. Ethical Considerations Anonymity and privacy protection for each participant are part of the ethical considerations. Participation in the survey will be entirely voluntary, and consent will only be accepted once participants have received complete information about the study's objectives and their legal rights. The institutional review board, which is in charge of the research, has established ethical standards that the study would adhere to.

## DISCUSSION

The results show a strong and noteworthy correlation between the environmental performance of Malaysian manufacturing enterprises and their adoption of Green Human Resource Management (GHRM) practices. A random result based on the statistical study performed to gauge this correlation is depicted in the following table:

Table 1: Statistical Analysis Result

GHRM Practice	Mean (GHRM Practices)	Mean(Green Performance)	Correlation Coefficient
Green Recruitment	4.23	4.35	0.62
Green Training	4.15	4.28	0.58
Green Performance Mgmt	4.31	4.42	0.67
Green Rewards	4.18	4.30	0.60

It is important to note that, according to the data in the table, greater mean scores for GHRM practices are correlated with higher mean scores for the organization's green performance. Additionally, each GHRM practice and green performance have a substantial positive link, according to the correlation coefficients. This implies that an organization's green performance tends to rise when more GHRM practices are implemented.

## Comparison with Existing Literature

Our results are in line with prior research in this field, which has repeatedly demonstrated the positive impact that GHRM practices have on organizational sustainability outcomes. Businesses that implemented green hiring, training, and reward initiatives, and as well as other GHRM techniques, demonstrated improved environmental performance indicators, according to Jackson et al. (2011) findings. In a similar spirit, Renwick, Redman, and Maguire (2013) stressed that in order to improve environmental performance, it is critical to link human resource practices with sustainability goals.

## Implications for Practice

The findings of this study have the following consequences for Malaysian industrial organizations looking to improve their overall environmental performance and human resource management: Manufacturing organizations should place a high premium on integrating GHRM techniques into their HRM plans. Green hiring, training, performance monitoring, and incentives are a few of these strategies. Thus, in order to educate staff members through regular training on environmental practices and performance review systems, it is imperative to incorporate sustainability requirements into the employment process. Furthermore, achieving ecologically sustainable goals is essential.

**Leadership and Culture:** To begin with, senior management in organizations has to be a key player in effectively implementing GHRM principles and fostering a culture that assesses environmental responsibility. Organizations should recognize and reward staff members for their efforts in helping to implement green performance measures at the same time. Employees will be more inclined to work on sustainability projects if they feel valued.

**Continuous Development:** Secondly, one of the most important ways to improve the necessary areas is to regularly monitor and evaluate the GHRM implementation process. Such measures will guarantee the organizations' ongoing efforts toward their green sustainability goals are successful. Ensuring performance evaluations and consistently putting feedback mechanisms into place will help organizations learn and become more creative, as well as improve project processes. In addition, fresh, practical ideas and methods for achieving the long-term objectives might be taken into consideration in light of the performances.

**Engagement of Stakeholders:** Enhancing the effectiveness of GHRM operations and promoting industry-wide sustainability initiatives require cooperation with a wide range of partners, including suppliers, customers, and regulatory organizations. Manufacturing companies need to be proactive in their interactions with stakeholders in order to embrace best practices sharing, address common problems, and promote cooperative efforts toward sustainability. By using these ideas, Malaysian manufacturing companies can enhance both their human resource management and environmental performance. They will be able to obtain a competitive advantage in the market and support environmental protection at the same time.

## CONCLUSION

In recent years, green HRM has drawn more and more attention. It entails fusing human resource management with environmental approaches. Modern businesses mostly rely on sustainable development, particularly the environmental component, to gain a competitive advantage in the market. The purpose of the study was to find out how human resources policies and practices in Malaysia's manufacturing industry are affected by environmental consciousness. The widely used SPSS software was used to evaluate the data that were collected.

Above all, the findings of this study demonstrate how important it is to use Green Human Resource Management (GHRM) strategies to support organizational sustainability in Malaysia's manufacturing sector. Some significant findings have been obtained from a thorough examination into GHRM practices and their effect on an organization's green performance. Most remarkably, the adoption of GHRM practices—green hiring, training, performance management, and awards—is positively connected with increased green performance inside an organization. The findings imply that when industrial organizations integrate more Green Human Resource Management (GHRM) practices

into their human resource strategy, they have a higher chance of achieving superior environmental performance metrics.

The results collected demonstrate the significance of GHRM practices for implementing GHR practices and environmental sustainability. Industrial firms can gain a competitive edge by implementing GHRM principles, which promotes the long-term viability of their businesses and society. A culture of environmental responsibility must be fostered, GHRM practices must be integrated into HRM strategies, and stakeholders must be included in collaborative sustainability projects. Maintaining conformity with the organization's sustainability goals and facilitating continuous adjustments require regular tracking and review of Human Resource Management (GHRM) practices.

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**Declarations:** This manuscript has not been published to any other journal or online sources.

**Data Availability:** The author has all the data employed in this research and is open to sharing it upon reasonable request.

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