

## Employee Green Values: A Review of Theory and Application to Company

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**Keywords :** Green Human Resources Management, Business Sustainability, Employee Green Values, Human Resources Management, Green Behaviour.

**Abstract:** In the rapidly evolving landscape of environmental sustainability, "Green Values" have gained significant traction in the corporate world, reflecting the growing importance of fostering an environmentally conscious workforce. This paper delves into the concept of Employee Green Values (EGVs), which refers to the environmentally friendly beliefs, attitudes, and behaviors exhibited by employees in an organization. Grounded in environmental psychology, the study explores the factors shaping individuals' pro-environmental attitudes, such as personal values, social norms, and situational influences.

The research highlights the pivotal role of organizational culture and Green Human Resource Management (GHRM) practices in shaping EGVs. Practices such as green recruitment, training, and performance management foster a psychological green climate, promoting environmentally responsible behaviors among employees. The integration of GHRM practices has been shown to enhance organizational environmental performance and employee engagement, leading to tangible benefits such as improved brand reputation and financial performance.

This paper employs a qualitative research methodology, analyzing empirical studies and literature from reputable databases to examine the concept and application of EGVs in the business world. The findings suggest that fostering EGVs is crucial for organizational sustainability, driving innovation, and competitive advantage. The study underscores the importance of aligning EGVs with organizational strategies to create a culture of environmental responsibility, ultimately benefiting both the organization and society at large. Future research directions are proposed to further explore the multifaceted impact of EGVs on organizational outcomes and sustainability efforts.

## Introduction

In the rapidly evolving landscape of environmental sustainability, the notion of "Green Values" has gained significant traction in the corporate world, with organizations increasingly recognizing the importance of fostering an environmentally conscious workforce. The basic framework for understanding employee green values can be traced back to the broader field of environmental psychology, which explores the complex interactions between human behavior and the natural environment. A company's presence in a community can have both positive and negative impacts. The business sector provides essential commodities and services, but it also faces negative consequences from commercial operations. It's probable that some corporations still assume that environmental expenses are insignificant. (Faatin et al., 2024) Researchers have long investigated the factors that shape individuals' pro-environmental attitudes, beliefs and behaviors, with studies highlighting the influence of personal values, social norms and situational factors. Based on this theoretical foundation, the concept of employee green values has emerged as an important aspect of organizational sustainability, reflecting the extent to which employees internalize and prioritize environmentally responsible practices and behaviors in the workplace. Existing empirical research has identified several key antecedents in the development of employee green values, including individual characteristics, organizational factors, and external socio-cultural influences. At the individual level, research has shown the importance of personal environmental values, environmental knowledge, and sense of environmental responsibility in shaping employees' green attitudes and behaviors. environmentally friendly attitudes and behaviors of employees.

The concept of Employee Green Values refers to the importance of environmental awareness and sustainability in the workplace (Saeed et al., 2019). Employee Green Values, an increasingly well-known concept in the field of corporate sustainability, refers to the environmentally friendly beliefs, attitudes and behaviors exhibited by employees in an organization. These values cover a wide range of green practices, from energy conservation and waste reduction to promoting a corporate culture of environmental stewardship. According to Khaskhely (2021) Employee Green Values are a component of sustainable human resource management and are often conceptually and empirically tested for their contribution to environmental performance in contemporary literature which is a driving factor for proposing individual antecedent relationships from sustainable human resource management. Management. One of the key factors influencing employees' green values is organizational culture and the implementation of environmentally friendly human resource management practices. Employee work values are shaped by the organizational environment, and those who work in a culture that promotes environmental sustainability are more likely to exhibit green behaviors. These green behaviors can have a direct impact on an organization's environmental performance, as employees who are motivated to engage in performance of the organization, as employees who are motivated to engage in pro-environmental actions can contribute to the organization's sustainability efforts. can contribute to the organization's sustainability efforts (Anwar et al., 2020)

In addition, individual factors such as environmental awareness, personal values, and intrinsic motivation also play an important role in determining employees' green values. Employees who are more environmentally conscious and have a strong personal commitment to sustainability are more likely to exhibit green behaviors in the workplace. (Chang et al., 2020) Furthermore, social learning theory suggests that employees can also learn and emulate green behaviors from their co-workers, thus reinforcing the importance of creating

a culture that supports and encourages green values. As organizations grapple with the pressing environmental challenges of our time, the role of employee green values has emerged as an important factor in shaping sustainable business practices. Existing research on this topic has primarily focused on the influential factors and outcomes of employee green behaviors, providing valuable insights into the complex interactions between organizational policies, leadership, and individual environmental attitudes.

One of the key findings is that the adoption of "green" or environmentally friendly information and policies by organizations can effectively promote voluntary green behavior among employees (Liu & Wu, 2022). In addition, the influence of team- and coworker-related factors on employee green behavior should not be overlooked, as social dynamics in the workplace can significantly shape individual environmental actions. Transformational leadership that encourages and models green practices has also been shown to positively impact employee environmental engagement. Importantly, the literature suggests that the integration of green human resource management (HRM) practices, such as incorporating environmental considerations into hiring, training, and performance evaluation, can further strengthen and sustain employees' green behaviors (Al-Ghazali & Afsar, 2020). This has implications for organizations looking to build a culture of environmental stewardship and enhance human resource potential in achieving sustainability goals (Islam et al., 2021).

In recent years, the importance of employee green values and their influence on organizational sustainability has gained significant attention in the academic literature. As organizations strive to reduce their environmental impact, they have recognized the critical role played by employees in implementing and championing green policies and practices. Existing research has highlighted the potential benefits of utilizing green human resource management (GHRM) practices to promote environmental sustainability in the workplace. (Tang et al., 2018) One study found that green human resource management can foster improved employee work values, which in turn contributes to improved corporate environmental performance. (Liu & Wu, 2022) Another study showed that green human resource management, mainly through green training and employee engagement, has a direct and significant influence on the environmental performance of small tourism enterprises (Elshaer et al., 2021).

Existing literature also suggests that cultivating employees' green values can lead to positive workplace outcomes beyond just environmental performance. For example, research has shown that green human resource management practices, such as green training and green rewards, can improve employees' organizational citizenship behavior towards the environment, which then positively impacts the organization's overall environmental performance (Anwar et al., 2020). In addition, research has noted the important role of leadership in shaping employees' green values and behaviors (Chen & Wu, 2022). As organizations strive to align their operations with sustainable practices and foster a culture of environmental consciousness, the need for leadership is a concern. This research paper aims to investigate the multifaceted impact of employee green values on organizational outcomes, highlighting the importance of empowering and engaging employees in sustainable initiatives. The academic literature on this subject presents a compelling case for the integration of employee green values into organizational strategy. Numerous studies have shown that companies that successfully implement green human resource management practices not only contribute to environmental sustainability but also experience tangible benefits in terms of increased employee engagement, brand reputation and even financial performance (Elshaer et al., 2021).

For example, a study conducted in India revealed that green training initiatives strengthened the positive relationship between hotel employees' green engagement and corporate social responsibility (Osolase et al., 2022). Similarly, research in Vietnam has highlighted the important role of training as an indicator of green human resource practices, which have a direct impact on environmental stewardship in organizations (Ari et al., 2020). In addition, the literature emphasizes the importance of aligning organizational reward and recognition systems with green values. Employees who are recognized and rewarded for their environmental contributions are more likely to remain committed to corporate sustainability goals and actively participate in green initiatives (Ari et al., 2020).

In this study, formulate a study of Employee Green Values which will be answered through the following research questions: 1) What is the concept of Employee Green Values? 2) What is the role of Employee Green Values in the organization? 3) How does Employee Green Values relate to Green Human Resources Management?

Research focusing on questions of Employee Green Values can make important contributions in several aspects. First, in terms of concept development and theoretical understanding, this research can identify, define, and explain the key elements of Employee Green Values, including how these values are formed, what influences them, and how they are internalized by employees. This will expand the literature on green values and behaviors in the workplace. Secondly, this research can also provide insights into how employee green values influence organizational culture, strategic decisions, and operational practices, and help organizations understand how to promote and integrate green values into various aspects of its operations, which can ultimately improve corporate sustainability and social responsibility. Third, by exploring the relationship between Employee Green Values and Green Human Resources Management, this research can explain how sustainability-focused HRM policies and practices can influence or be influenced by employees' green values. This can help organizations design more effective HRM strategies in support of sustainability goals, such as sustainability-focused recruitment, training and development.

## Research Method

This research study is theoretical and empirical to examine the concept and application of Employee Green Values, where the method used in this research is a qualitative method based on empirics by analyzing the application of Employee Green Values in the business world and companies based on research results from various parties, with sources, reference books, and SINTA and Scopus indexed journals.

The author approach is requested to explain the theory in use to build research instrument and discuss the research results. Various databases such as Elsevier, Science Direct, Sage, Frontiers, Emerald, HRMARS, RePEC, MDPI, John Willey, SINTA and Springer were used to search the literature. Only papers that had aspects of Green HRM and its implementation in HRM were selected. An initial search was conducted using the following keywords: sustainable human resource management, Green human resources management, employee green values, and green behavior.

## Result and Discussion

### *The Concept of Employee Green Values*

The concept of employee green values has gained significant attention in recent years as organizations realize the importance of fostering environmentally conscious behavior among their workforce. This paper explores the relationship between green human resource

management (GHRM) practices and employee green behavior, as well as the role of psychological green climate and individual green values in shaping these outcomes.

Existing literature suggests that green human resource management (GHRM) practices can have direct and indirect influences on employees' workplace green behaviors (Dumont et al., 2017). Specifically, green HRM practices such as green recruitment, green training, and green performance management can encourage employee engagement in in-role green behaviors and out-of-role green behaviors. This can occur through the development of a psychological green climate, which shapes employees' perceptions of the organization's commitment to environmental sustainability and encourages them to adopt pro-environmental attitudes and actions. Employee Green Values emphasize the importance of environmental awareness and sustainability in the workplace (Saeed et al., 2019). Employee Green Values, an increasingly popular term in the world of business sustainability, refers to an organization's employees' environmentally conscious beliefs, attitudes, and activities. These ideals encompass a wide range of green initiatives, from energy conservation and waste reduction to fostering a corporate culture of environmental responsibility. According to Khaskhely (2021), Employee Green Values are a component of sustainable human resource management and are frequently conceptually and empirically tested for their contribution to environmental performance in contemporary literature, which serves as a motivator for proposing individual antecedent relationships from sustainable human resource management. Management.

#### *The role of Employee Green Values in The Company*

The sustainable development of companies and societies depends on each individual's commitment to green values. Employee green values play an important role in organizations as they contribute to the overall sustainability efforts and environmental impact of the company. Employees with green values are more likely to actively participate in environmentally friendly practices, such as reducing waste, saving energy, and promoting sustainable initiatives in the workplace. Their knowledge and commitment to environmental protection can drive innovation and creative solutions for sustainable business practices. In addition, employees' green values also contribute to the company's reputation and brand image. Customers and stakeholders are increasingly concerned about the environmental impact of businesses and are more likely to support and engage with organizations that prioritize sustainability. This means that employees' green values are aligned with the company's sustainability goals, which can result in a competitive advantage in the marketplace.

Employee green values have become an increasingly important consideration for companies in today's environmentally conscious business landscape. According to research, green human resource management (GHRM) can promote the improvement of employees' work values, which in turn is conducive to enhancing enterprise environmental performance (Liu & Wu, 2022). Furthermore, studies have found that employee behavior is influenced by the direct and indirect effects of green human resource management (GHRM) practices, and that a positive relationship exists between GHRM and the workplace behavior of employees (Ahmad Yahya et al., 2019). Empowering and motivating employees to be environmentally conscious can drive them to integrate their core values and become more responsible in pursuing green corporate objectives (Fazlin et al., 2023). This is supported by the management concept of empowerment, which suggests that employees who are given the

freedom to make their own choices are more likely to be emotionally involved (Fazlin et al., 2023).

The findings of recent studies have reinforced the notion that active participation and eco-friendly behavior of employees, such as the conservation of energy, water, and materials, can enable positive environmental performance (Gill et al., 2021). Additionally, research has highlighted the important role of eco-friendly behaviors as a mediator influencing the relationship between green human resource management and environmental performance (Ali Nisar et al., 2021). By embodying green values, employees can act as ambassadors for the organization's sustainability efforts, both inside and outside the company. In conclusion, employees' green values are essential for organizations to achieve sustainable development and gain a competitive advantage. By implementing green marketing strategies, companies can demonstrate their commitment to environmental protection and sustainability. By embracing and supporting employees' green values, organizations can foster a culture of sustainability and drive positive change both within the company and in society as a whole.

#### *Employee Green Values in Green Human Resources Management*

Green Human Resource Management involves personnel developing, implementing, and maintaining a sustainable environment, with the goal of preserving the environment. Green Human Resource Management addresses environmental issues. Many firms have implemented this program through staff training and development. (Imron & Taswiyah, 2022) Green Human Resources Management refers to the integration of environmental sustainability principles into HR practices and policies within an organization. One of the key aspects of Green Human Resources Management is the identification and cultivation of employee green values. These values refer to employees' beliefs and attitudes towards environmental sustainability and their willingness to contribute to green initiatives in the workplace. By aligning employee green values with Green Human Resource Management, organizations can create a culture of environmental responsibility and encourage employees to actively participate in sustainability efforts (Rajayana et al., 2022).

This alignment can result in several benefits for the organization, including improved environmental performance, enhanced reputation and brand image, increased employee engagement and satisfaction, and ultimately a competitive advantage in the marketplace. By promoting and supporting employees' green values, organizations can leverage the knowledge, skills, creativity and commitment of their workforce to drive innovation in environmental protection and green innovation (Ahmad Yahya et al., 2019). The integration of environmental sustainability into human resources management practices, commonly referred to as "green human resources management" (GHRM), has gained significant attention in recent years as organizations strive to align their operations with eco-friendly principles. One crucial aspect of this approach is the cultivation of "green values" among employees, which can have a profound impact on an organization's environmental performance.

The extant literature suggests that the successful implementation of green human resources management (GHRM) is underpinned by the triple bottom line theory, which emphasizes the need to balance economic, social, and environmental considerations (Citta & Fattah, 2020). Green HRM does not simply imply environmental awareness among employees, but rather a holistic approach that prioritizes the economic and social well-being of both the organization and its workforce (Lewicka et al., 2024). Empirical studies have demonstrated the positive impact of green human resources management on environmental performance,



with the ability-motivation-opportunity (AMO) theory providing a useful framework for understanding this relationship (Gill et al., 2021). Specifically, green HRM practices can enhance employees' environmental skills and motivation, while also providing them with opportunities to engage in pro-environmental behaviors that ultimately contribute to improved organizational environmental performance (Ullah, 2022)

The enablers of green organizational culture, such as top management commitment, employee engagement, and environmental training, are crucial in fostering the green values and behaviors that underpin effective green human resources management (Roscoe et al., 2019). The relationship between employee green values and Green Human Resource Management is crucial in promoting environmental sustainability in organizations. It helps create a sense of shared purpose and commitment to sustainability goals, as employees who have green values are more likely to actively engage in environmentally friendly activities. Green Human Resource Management refers to the integration of environmental sustainability principles into HR practices and policies within the organization.

## Conclusion

The concept of Employee Green Values is an important element in modern sustainability-focused organizations. Research shows that Green Human Resource Management (GHRM) practices have a significant influence on employee green behavior in the workplace. Practices such as green recruitment, green training, and green performance management can encourage pro-environmental behavior through the development of a psychological green climate. In addition, employees' individual green values strengthen the relationship between GHRM and their green behavior.

The role of employees' green values in organizations is vital for the sustainability of the company and society. Employees who have green values tend to be active in environmentally friendly practices, innovate sustainable business solutions, and contribute to the company's positive reputation. By adopting green values, employees can become sustainability ambassadors that strengthen the company's commitment to the environment and support competitive advantage in the marketplace.

The relationship between employee green values and GHRM suggests that alignment of such values can create a culture of environmental responsibility. This results in benefits for the organization, including better environmental performance, improved reputation, employee engagement, and competitive advantage. Therefore, the integration of sustainability principles in HR policies and practices is essential to promote environmental sustainability and a shared commitment to sustainability goals. Future research on employees' green values is crucial. This research can provide deep insights into employee motivations, behaviors and perceptions regarding environmental sustainability. Through an approach that focuses on employee motivation, impact on organizational culture, leadership role, challenges faced, relationship with job satisfaction, and demographic differences.

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