The Relationship between Green Human Resource Management Practices (Green HRM) and Environmental Performance in Food and Beverage Industry

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Abstract
Recent trends have shown that global concerns have increased regarding environmental issues. These issues increased the demand for businesses and industries to develop and adopt green management strategies within their organizations. The food and beverage industry has become one of the largest energy usage industries, which contributes to negative environmental performance, and it is also remarked that this industry falls behind concerning ecological sustainability. Therefore, the combination of environmental management with HRM practices is seen as the best strategy to combat this problem. This study delineates the Resource-Based View (RBV) theory to scrutinize the influences of Green HRM practices (green job analysis, green recruitment, and selection, green training and development, green performance appraisal, and green reward management) and environmental performance in the food and beverage industry. The data collected for this study is predominantly based on secondary data from various journals and articles. The result of this study has postulated that perceived Green HRM practices have a meaningful and positive relationship with environmental performance and thus will be an advantageous foundation for comprehending the determination of Green HRM practices on environmental performance in future research.

Keywords: Green Human Resource Management, Environmental Performance, Food and Beverage

Introduction

Sustainable development pertains to the endeavor of satisfying the present needs of individuals while safeguarding the capacity of future generations to fulfill their requirements. It has been observed that organizations are increasingly recognizing the economic need of cultivating a robust social conscience and a strong commitment to environmental sustainability, rather than seeing these endeavors as purely humanitarian in nature. To improve environmental performance, organizations should implement environmentally friendly policies and practices in the human resource department widely regarded as the essential aspect of any company and serve as its fundamental support system. In addition, the human resource department of a company should be able to play a significant role in the development of the company's sustainable culture. Many authors, particularly in the field of human resources management, have argued that the usefulness and effectiveness of any management innovation and strategic tools are dependent on the quality and availability of their human resources (Arulrajah, 2015).

Green Human Resource Management (Green HRM) practices refer to the use of every employee to support sustainable applications and raise employee responsiveness and dedication to sustainability issues (Rani & Mishra, 2014). Despite the importance of Green HRM in numerous aspects, the literature demonstrates that a broad procedural frame of reference for Green HRM practices existed even before the 1980s; however, the majority of scholarly publications on HRM began after the 1990s (Singh, 2012). Because Green HRM is a relatively demanding topic in management, and specifically in HRM literature, there is a need for additional scholarly works to fill the gap in knowledge and awareness of the field (Sharma & Gupta, 2015). Furthermore, Green HRM also contributes to environmental sustainability; it will also devote itself to responsible consumption and production. Accordingly, in line with the United Nations' 12th Sustainable Development Goals (SDGs), it ensures sustainable consumption and production patterns. The cornerstone of global consumption and production, which is a driving force of the global economy, is the exploitation of the natural environment and resources in a way that continues to have negative repercussions on the planet. Environmental degradation has accompanied economic and social progress over the previous century, putting the systems on which our future development and our life in jeopardy.

Green HRM has been examined in several sectors, including multinational organizations (Haddock-Millar et al., 2016), hotel Nisar et al (2021); Yusoff et al (2020), sports complexes Gholami et al (2016), healthcare Pinzone et al (2016), and manufacturing enterprises Yong etal (2020); Yusliza et al (2019) among others. However, a research gap in Green HRM research exists in the context of the sustainable food and beverage industry. Thus, this study focuses on the food and beverages industry which will be closely related to the high electric and water consumption and waste management where most of the cases we know will dump into the drain. Some will throw it into the garbage where it is not adequately handled. Hence, management and manufacturers must be concerned with feeding the world responsibly.

With an increasing concern for sustainable food production, food and beverage organizations must be aware of the drivers of change in the industry. Recent studies suggest that the food industry lags regarding environmental performance, primarily because of its significant impact on the environment. Butler (2012) has emphasized that about 21–37

percent of total greenhouse gas (GHG) emissions are attributable to the food system. This estimate includes GHG emissions from food loss and waste. Moreover, Green HRM also indirectly can alleviate climate change. According to the United Nations, the 13th SDG takes urgent action to combat climate change and its impact. Therefore, practicing Green HRM in the organization will lessen the problem and at the same time can contribute to the 12th SDG goals. Having and implementing Green HRM, especially in the food and beverage sector, will battle climate change where less consumption of power will be used, less pollution from waste, and many more.

Globally, scholars and environmental specializing in environmental studies have reached a consensus about the underlying causes of environmental degradation, such as scarcity of resources, escalating pollution levels, and the decline of biodiversity. These issues are widely acknowledged to be intrinsically linked to human behavior (Anwar et al., 2020; Mtutu and Thondhlana, 2016; Renwick et al., 2013). In response to this, many organizations tend to ensure that their daily operations are less harmful to the environment through the implementation of green initiatives, environmental management systems (EMS), and policies. Hence, an emerging need exists for understanding and shaping employee behavior to minimize the negative environmental impacts of their activities in organizations. This conceptual paper aims to achieve the following objectives: to review and detail the concept of Green HRM from the existing literature and explore the relationship between Green HRM and environmental performances. This study is also expected to help researchers in human resource management, precisely the Green HRM sphere, by providing a detailed meaning of Green HRM and other related concepts that the literature shows are insufficient. Further, this paper aims at showing the significance of practices in the food and beverage industry.

Literature Review

Existing literature has acknowledged the significance of environmental practices in achieving organizational functioning. Efforts have been made to link Green HRM practices with environmental performance. Hence, it is necessary to incorporate the two to create a lasting economic entity. The following literature focuses on various Green HRM practices that would drive an eco-friendly performance for businesses and manufacturers.

Environmental Performance

Environmental sustainability has evolved as one of the world's most critical challenges in the past few decades. Protecting the natural environment and its resources for future generations has become a crucial concern for governments and business leaders (Hameed et al., 2020). Despite the assumption that environmental implementation in organizations is exorbitant and unattainable, several stakeholders, including consumers and employees, have lately urged that businesses increase their environmental responsibility (Ahakwa et al., 2021). Some stakeholders believe that customers and the capital market value green businesses, and thus, environmental success would boost corporate performance. Jabbour and Jabbour (2016) theorized that establishing and adopting green management practices is beneficial from a competitive standpoint. To achieve this expansion, numerous firms attempt to establish and implement a systematic environmental management system. In addition, Yusoff et al (2018) emphasized that the significance of environmental performance could be viewed as an excellent opportunity to promote the competitiveness of organizations in a win-win scenario by integrating environmental performance problems into corporate strategy and developing innovative process with a green approach is becoming a strategic advantage for organizations.

According to Paille et al (2013) study, the implementation of environmental performance programs assisted hundreds of companies in reducing their pollution, greenhouse gas emissions, industrial waste, and sewage sludge. Due to the knowledge of environmental challenges, many enterprises in the food and beverage industry developed environmental performance initiatives to achieve environmental sustainability (Bui et al., 2022). The food and beverage industry is relevant because food production significantly impacts the local and global environment. In the food and beverage industry supply chain, Salim and Padfield (2017) highlighted that attention has been called to carbon dioxide emissions resulting from excessive energy use, chlorofluorocarbon from food preservation, and buried emissions when food is discarded. Consequently, one approach to addressing environmental consequences in the food and beverage industry is to expand the adoption of environmental management systems, which are associated with Green HRM during the production phase.

Nevertheless, effective implementation of environmental performance can only be reached if the organization has the appropriate individuals with the required skills and abilities (Daily & Huang, 2001). At this juncture, the HR function plays a crucial role in determining which conservation techniques should be deployed to all business aspects and executed at all organizational levels. The HR practices that engage in eco-friendly activities constitute an indicator of eco-performance, thereby mitigating the negative environmental repercussions of manufacturing processes (Yusoff et al., 2018). Therefore, organizations and Green HRM practices are highly encouraged to use practical environmental management actions to protect the environment (Jackson & Seo, 2010). Multiple studies have revealed that various Green HRM strategies have a good and powerful influence on organizational and environmental performance. The implementation of Green HRM in the form of green job analysis, green recruitment and selection, green training and development, and green compensation can enhance and facilitate strategic environmental performance and generate a comparative edge (Paille' et al., 2013).

Green Human Resource Management
As the concept of Green HRM emerged with the beginning of the green movement, Sharma and Gupta (2015) noted that management scholars from a variety of disciplines, such as accounting, marketing, supply chain management, and HRM, began evaluating how managerial practices in these areas can contribute to the environmental management objectives. Green HRM has additionally been considered a catchword in the business world today, and it has cemented its position as a trendy topic in recent study works, as the global awareness of environmental management and sustainable development has been rising steadily day by day.

Different researchers have identified varying definitions for the term. However, there is broad agreement regarding the integration of Human Resource Management with environmental performance issues and the promotion of ecologically sustainable activities among employees. Rani and Mishra (2014) described Green HRM as HRM policies that promote the sustainable use of organizational resources and lead to environmental sustainability. In addition, they noted that the term is commonly utilized to allude to the consideration of people management policies and practices for the larger corporate environmental agenda. Furthermore, Guerci and Carollo (2016) interpret Green HRM as the interaction between a collection of HRM practices and environmental performance.

In reference to a review from Shaban (2019), Green HRM encompassed all methods that reduce carbon footprints across all HRM activities. This is in line with what Hosain (2016) attempted to decode that the idea of Green HRM generally entails leveraging the least amount of paperwork possible for all HR functions, including recruitment and selection, training, and performance review, to create a sustainable, eco-friendly, and competitive advantage through employee engagement. Unfortunately, this interpretation is limited in scope by focusing on the usage of papers in the workplace (Mwita, 2019). Green HRM involves a direct responsibility to build a green workforce that recognizes, values, executes green initiatives, and preserves its green goals throughout the HRM process (Mathapati, 2013).

This study outlines Green HRM as the practice of applying human resources in the workplace to meet organizational goals while undertaking conscious efforts to ensure that the process contributes to environmental sustainability. It aspires to pursue HR functions, policies, strategies, and procedures as workplace environmental management methods. A range of HR roles could potentially incorporate green management philosophy, regulations, and techniques in the business and service industries to diminish environmental impacts. The current study applies Green HRM practices with dimensions to anticipate environmental performance within the food and beverage industry context (green job analysis, green recruitment and selection, green training and development, and green performance appraisal and reward management). In the following conceptual paper, four keys Green HRM practices are investigated.

Green Job Analysis
Owing to workforce changes and the nature of jobs, the significance of job analysis has expanded. It specifies the essence of a job in terms of the actions involved and the traits required to accomplish the work, as well as the fundamental requirements of the job. Yong et al (2019) observed that a clear identification of the tasks and responsibilities of a specific position through job analysis guarantees that each level of the organizational structure comprehends its contribution and brings worth to product development. Similarly, it helps incumbents fulfill their values with minimal redundancy and resource waste. Thus, from this perspective, management may use it as a method to verify that employees are validly or officially authorized to carry out their duties in an environmentally friendly manner, together with verifying that they have environmental knowledge as one of their prerequisites to execute a particular job effectively (Mwita, 2019).

Many businesses have established environmentally-focused new roles or positions to concentrate solely on the environmental management parts of their firms. As it has been discovered by Arulrajah et al (2015), at some companies, each job description contains one environmental protection-related responsibility and emphasizes environmental responsibilities whenever and wherever necessary. In this aspect, it is convenient for businesses not just to introduce green practices but also to hold employees accountable for green initiatives that are beneficial.

Green Recruitment and Selection
Green recruitment and selection consist of three components, including green employer branding, employee green awareness, and green criteria for applicant selection (Tang et al., 2018). The incorporation of employee green awareness is a fundamental component of a green recruiting procedure due to the potential alignment of an employee's environmental values with those of the organization. This alignment increases the likelihood of a favorable

response from employees towards the environmental issues of their employer. In accordance with Hamza et al (2021), recruitment is the process of identifying, evaluating, and employing the most suitable candidates from within a company, or the method through which organizations seek and acquire individuals to fill job openings. Recruitment may be composed of a series of operations undertaken by an organization to attract the interest of job applicants who possess the necessary skills to assist the business in accomplishing its objectives and goals. On the other hand, the selection process chooses the most qualified applicant from the pool of candidates gathered to complete the open position. It is also a technique in which specific instruments are used to choose the top candidates from the pool of competent individuals for the jobs (Karim et al., 2021).

According to Renwick et al (2013), during the recruiting and selection process, firms may consider placing potential employees based on their interest in carbon footprint practices and their desire to engage in environmental initiatives. It is likewise what Mwita (2019) intended to convey, in that it entails adopting environmentally friendly approaches, tools, and technology to capture and select qualified job seekers. In coupled with environmental principles, values, and knowledge, this guarantees that they have a favorable attitude toward environmental issues.

Green Training and Development

Training and development are the subjects of organizational activity that aim to improve individuals' and groups' performance within an organization. It is a joint role commonly referred to as human resources development (HRD) or the development of "Human" resources to maintain market competitiveness (Vinesh, 2014). Thus, training is perceived as the preparation of multitalented individuals concerned with developing innovation-related knowledge and abilities. The training and development program for human resources should stress company sustainability and environmental practices. Due to this, among the Green HRM practices, green training stands out essentially for the success of green management at organizations, as Jeruto, Kwasira, Chelule, and Rop (2017) highlighted in their research.

The implementation of green training programs may contribute to the enhancement of workers' comprehension regarding the significance of environmental preservation (Jabbour, 2015). In addition, such training programs can facilitate employees' capability to effectively adapt to dynamic circumstances, while also equipping them with fundamental knowledge about energy conservation and waste reduction at the workplace. Green training and development facilitate knowledge management by establishing a connection between environmental information and environmental behaviour, thus equipping employees with the necessary skills to address environmental challenges. Furthermore, Rawashdeh (2018) articulates that the objective is not only to increase people's awareness and knowledge of environmental issues but also to foster a proactive attitude toward greening projects and develop the skills necessary to decrease waste and conserve energy. In addition, organizations are essential to successfully implementing the environmental management system and extending a green organizational culture. They are obligated to provide chances for stakeholders at all levels in the organization to obtain environmental training and expand their greening knowledge and skills to assure better environmental management and organizational sustainability (Shaaban, 2019).

Green Performance Appraisal

According to Aguinis (2013), performance management is the continual process of defining, assessing, and boosting organizational performance by tying each individual's performance and goals to the organization's overarching mission and vision. Typically, performance management involves evaluating employees and teams based on predetermined criteria and objectives (Mwita, 2019). Incorporating environmental responsibilities in a performance management system provides an employee with clear information about expected environmental goals. Providing regular feedback to an employee about environmental performance helps to improve their knowledge, skills, and ability in environmental management (Jackson et al., 2011). Subsequently, performance management in a green context refers to the evaluation and documentation of employees' environmental performance across their employment in an organization, and every organization is required to partake in corporate environmental management (Mehta & Chugan, 2015). Similarly, employees should postulate the activities and techniques they are instituting to aid an organization in reaching its green practice goals.

Green Reward Management

Reward management can be contemplated as one of the indispensable components in encouraging employees to deliver their job responsibilities. As per Ramasamy et al (2017), incentive management is the most effective and persuasive technique for linking an individual's interests to those of the organization. Different personnel will ensure absolute commitment to their work in achieving the desired goals of a certain firm by receiving accolades and other incentives. In the same manner, the green compensation administration serves an important role in supporting and empowering eco-friendly actions within an organization (Islam et al., 2019). Bratton (2016) concurred that the reward system is a valuable measure of a company's commitment to environmental sustainability management. When the organization compensates its employees, employee participation in the environmental action program will be reinforced.

The link between Green HRM practices and Environmental Performance (Hypothesis Development)

The HR department is in a position to facilitate the growth and implementation of sustainability initiatives, as organizations are increasingly concerned with sustainability (De Oliveira et al., 2012). conducted a case study on a leading Brazilian company. The findings indicate that organizations seeking sustainability require HR assistance in constructing a communication network that interlinks between sustainable practices and values. Yong et al (2019) also highlighted that HRM is the strategy for an organization to deliver environmental sustainability. Given this perspective, Green HRM practices are proposed as vehicles for attaining an organization's environmental performance.

Green Job Analysis and Environmental Performance

Notwithstanding that green analysis and job descriptions have received little attention in Green HRM practices (Yong et al., 2019), Jabbour and Jabbour (2016) presented empirical evidence that job descriptions significantly influence employee participation in environmental management practices. The current structure of job positions allows for accumulating environmental expertise in those organizations. The investigation by Zibarras and Coan (2015) also analyzed that organizations can improve their green image and

environmental performance by gaining a reputation for being green employers. A green employer who takes into account the job descriptions and qualifications advertised to recruit individuals with pro-environmental attitudes and who engage in sustainable activities. Some businesses now employ Green HRM, in which each job description specifies the responsibilities and duties of employees in an eco-friendly setting. These tasks may encompass, among others, environmental reporting and health and safety-related duties (Renwick et al., 2013). Other organizations go even far as to introduce job positions that are focused entirely on the environmental management of their operations to achieve green job analysis and green performance of the organization, as cited in a Malaysian study by (Yusliza et al., 2019). Hence, this study hypothesizes the following:

Proposition 1. Green job analysis is positively related to environmental performance.

Green Recruitment and Selection and Environmental Performance
Through the recruitment and selection processes, it is widely known that a company conveys its strategic values and objectives to potential applicants. Usman and Mat (2021) asserted that pro-environment organizations would recruit workers interested in participating in environmental management activities. Also, organizations will be able to stimulate green programs by recruiting and selecting individuals who already care about climate change rather than attempting to convert existing employees into those who care about the environment (Siyambalapitiya et al., 2018). Thus, the green agenda affects the hiring standards for fresh talent. In consonance with Sheopuri and Sheopuri (2015) on the green agenda, the recruitment process should first incorporate sustainable development concerns, such as controlling the organization's long-term qualification needs and providing employees with adequate data on its going green. Additionally, the green recruitment process should include the "green" aspect of the complete staff recruitment procedure. As an alternative to newspapers and other print media, software recruitment methods may be used for comparison purposes (Renwick et al., 2013).

While green recruitment centers on how organizations portray themselves to potential employees, green selection focuses on selecting green employees who more assuredly adhere to their green goals. In the context of green selection, organizations can use prospective workers' concerns and interest in the company's environmental sustainability as a major selection criterion (Yusliza et al., 2019). During the interview process, candidates who are likely to conform to the organization's green stance can be identified (Ojo et al., 2022). Further, Renwick et al (2013) advised that organizations should conduct interviews with individuals who demonstrate a sufficient understanding of greening and display positive personal traits such as adaptability. Moreover, previous research has found a substantial benefit of green recruitment within the Green HRM package on the environmental performance of enterprises (Yong et al., 2019). The following hypothesis is suggested in light of the above discussion

Proposition 2. Green recruitment and selection are positively related to environmental performance.

Green Training and Development and Environmental Performance
Sustainable environmental management is a change endeavor that may be professionally aided by providing staff with the appropriate training and development. Researchers have

highlighted the effectiveness of green training in attaining improved environmental management system sustainability and consistency in performance (Yafi et al., 2021). In quantitative analysis, Kung and McCarl (2018) determined that green training is one of the most successful techniques or mechanisms for dealing with climate change because it drives the systematic creation of low-carbon products by various firms. Green training provides knowledge management, which is unquestionably beneficial for ecological knowledge and environmental behavior and offers the capacity to solve environmental issues (Usman & Mat, 2021). Conversely, Jabbour and Jabbour (2016) claimed that businesses should invest in green training to provide continuous training. It showcases that firms with greater levels of training are also those with a more proactive environmental mindset and, hence, a comparable level of sustainability performance.

With an eye on the environmental initiatives of organizations, environmental training and education and the inculcation of an eco-culture among employees are the most impactful means of increasing employee engagement and awareness (Jackson et al., 2014). By holding seminars and conferences with a green goal, it is possible to foster the development of an environmentally conscious workforce. As an illustration, this comprises eco-awareness training and environmental conservation education (Renwick et al., 2013). Organizations may also provide employees with skills such as waste data collection and eco-literacy enhancement or incorporate activities such as establishing recycling and waste management initiatives (Renwick et al., 2008). In addition, green training should be implemented at all employee levels, starting from technical safety and health training at the lower levels to strategic environmental challenges at the executive and managerial levels (Sheopuri & Sheopuri, 2015). These initiatives should effectively evoke the organization's vision and mission, as well as its green initiatives. Based on these discussions and the aforementioned literature, the study contends that training and development will educate employees on the pertinent environmental knowledge that could stimulate their environmental consciousness. Thus, employees will be urged to engage in environmentally responsible behavior in the workplace, influencing the organization's environmental performance. Consequently, the following hypothesis is posited

Proposition 3. Green training and development are positively related to environmental performance.

Green Performance Appraisal and Environmental Performance
Renwick et al (2013) track and audit the movement and utilization of environmental management by considering environmental occurrences, the use of environmental responsibility, and the communication of environmental concerns and policies. The practices can be implemented within the context of an organization-wide environmental performance standard, green goals and staff responsibilities, and explicit and consistent communication relating to the environment and policies (Renwick et al., 2008). In other words, organizations should devise a system for auditing and assessing the efficacy of environmental activities across several units and departments. In this manner, managers must first set up specific goals and objectives designed to aid in the organization's environmental performance by setting appropriate indicators within the performance measurement system and forming company-wide communication regarding this matter (Siyambalapitiya et al., 2018). Supplementarily, the aim of the performance evaluation should be incorporated into the criteria needed to

determine the rewards and warnings to employees (Usman & Mat, 2021). Hence, the below hypothesis of this study is postulated

Preposition 4. Green performance appraisal is positively related to environmental performance.

Green Reward Management and Environmental Performance

It is undeniable that organizations confront difficulties evaluating the environmental performance criteria across divisions and acquiring actionable data on employees' environmental performance (Renwick et al., 2013). Despite the difficulties, performance evaluation is still utilized to decide employee awards and variable remuneration (Jabbour, 2011). It is through compensation and reward that employees feel appreciated. Yong et al (2019) also noted that the usage of environmental awards and recognition could considerably impact employees' propensity to initiate eco-initiatives. Employees are more motivated to take environmental measures when monetary incentives are offered. According to Jackson et al (2014), salary and rewards tailored to environmental goals can energize employees and improve long-term performance.

Besides, green rewards can be invented from either monetary or non-monetary approaches. Financial rewards include monetary prizes, incentives, and bonuses, whilst non-financial benefits may include special recognition or honors (Yusliza et al., 2019). For instance, organizations may invest a percentage of monthly incentives in encouraging employees to environmentally responsible behaviors (Sheopuri & Sheopuri, 2015). Other good examples entail paid holidays, gift vouchers, preferred parking, sharing the environmental accomplishments of employees with the entire firm, and rewarding employees for obtaining green skills (Renwick et al., 2008). It is considered that green awards convince employees to become more committed, boost their loyalty, enhance the business image, and support attaining a competitive advantage. Therefore, this study develops the hypothesis as the following:

Preposition 5. Green reward management is positively related to environmental performance.

Theory of Resource-Based View (RBV)

This study is guided through the lens of Resource-Based View (RBV) as a background in examining how Green HRM can practically affect environmental performance in the manufacturing industry. According to the theory, a business has deemed a compilation of tangible and intangible assets that allow it to compete with other businesses (Mweru & Muya, 2015). This implies that these assets are significant and are the primary source of sustainable competitive advantages and improved performance. In essence, HR specialists began to notice that the RBV theory gives a persuasive justification for why Green HR practices result in competitive benefits (Wright et al., 2001). The RBV has also shown to be imperative to the conceptual and theoretical development of the Green HRM literature, as Madhani has documented (2010). In addition, there is a correlation between the investigations above and the RBV's formulation of a strategy to generate a sustainable competitive advantage through Green HRM implementations, which draws on the organization's resources and competencies. Malik et al (2020) contended further that the selection of the theory was based on its applicability to Green HRM initiatives that have the potential to improve the

performance, credibility, eco-innovation, and ecological footprint of the organization. Numerous researchers, such as Yusliza et al (2017); Sobaih et al (2020); Haldorai et al (2022), have harnessed the RBV theory in the field of Green HRM to explain the impact of HRM key practices in an organization's environmental performance.

Conceptual Framework

Based on the preceding discussion, a conceptual framework is proposed as depicted in Figure 1. Green HRM practices with dimensions (green job analysis, green recruitment, and selection, green training and development, green performance appraisal, and green reward management) are proposed to predict environmental performance within the context of the food and beverage sector.
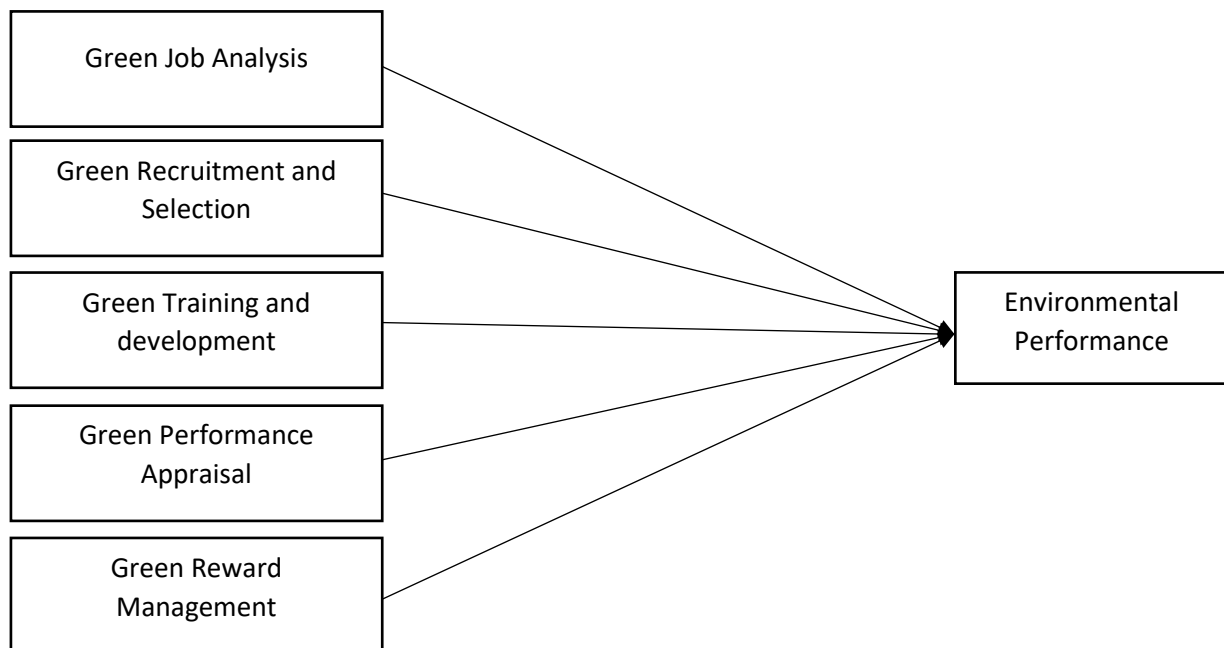

Figure 1: Conceptual Framework of Green HRM Practices and Environmental Performance

Methodology

This research is entirely based on secondary data gathered from various sources. This research is grounded on a solid theoretical framework combined with secondary data. The data has been gathered from a variety of books, journals, research papers, case studies, and other online databases such as Sage, Science Direct, Springer Link, and Emerald. The study uses the following key terms as a starting point: Green HRM Practices (green job analysis, green recruitment and selection, green training and development, and green performance appraisal, green reward) and Environmental Performance. The present study was undertaken to understand the relationship between Green HRM and environmental performance in the food and beverages industry. The secondary data analysis of contemporary literature was examined to generate a strong theoretical structure as a foundation for this study.

Discussion

The novelty of this study lies in the investigation of the association between Green HRM practices and environmental performance in the food and beverage manufacturing industry. Through the viewpoint of Resource-based View (RBV) theory, this study developed and

investigated the propositions that Green HRM practices comprising green job analysis, green recruitment and selection, green training and development, green performance appraisal, and green award management have a positive connection with environmental performance.

Based on the literature study, this conceptual paper has examined and described the notion of Green HRM and the relationship between Green HRM practices and environmental performance. This study is also intended to assist scholars in the specialty of human resource management, particularly in the Green HRM arena, by offering a precise definition of Green HRM and other relevant concepts for which there is inadequate research. In reference to a review of recent research indicated that five discussed attributes of Green HRM practices have a positive and influential relationship with an organization's sustainable performance, as is discovered consistently with prior studies.

According to Barney (1991), Green HRM practices could transform employees into valuable resources. The results suggested that Green HRM practices may assist in recruiting environmentally conscious and dedicated personnel. In return, these personnel contribute to their firms' competitive edge and sustainability. It enables organizations to attract bright, dedicated, and skilled personnel to establish a positive reputation for firms, enhance brand representations through the lens of stakeholders, and address societal issues. Along with increasing the organization's productivity, adopting Green HRM may substantially impact society. Consequently, businesses can reduce their carbon footprint by altering and implementing the green concept. Future generations will ultimately benefit from better air and water quality, fewer landfills, and greater dependence on alternative energy sources. This study highlighted the corpus of knowledge regarding Green HRM practices and environmental performance. It proved that the above-mentioned five aspects of Green HRM practice could deliver sustainable performance in manufacturing firms.

Conclusion

In conclusion, the present study provides an expanded understanding of the influence of Green HRM practices on environmental performance in the food and beverage industry. This study also provides fresh insights into the relationship between Green HRM practices and environmental performance. Moreover, other researchers can use this finding to deepen their understanding or to find the solution to these issues will be even better. Therefore, food and beverage firms need to emphasize Green HRM practices to enhance their environmental performance. Overall, this study also has made significant contributions to the gaps in the literature by linking perceived Green HRM practices and environmental performance in the context of the food and beverage industry.

Since this study may not be comprehensive, it is advised that future studies may include additional Green HRM practices to the conceptual framework structure. The research may experiment with this study framework in diversified areas of expertise with a bigger sample size and contrast the outcomes to the findings of this study to investigate Green HRM further practices and their influence on other variables, such as green innovation and employee environmental attitudes. Furthermore, future research may detail the context of the study depending on geographical locations, which would provide a deeper insight into the difference in research among countries or regions. The triangulation of the varied evidence would strengthen the reliability and credibility of the findings.

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