



Leveraging green human resource practices to achieve environmental sustainability



Pascal Paillé ^{a,*}, Patrick Valéau ^b, Douglas W. Renwick ^c

^a NEOMA Business School, Campus Rouen, 1 Rue du Maréchal Juin, 76130, Mont - Saint -Aignan, France

^b La Réunion University, 15 avenue René Cassin, CS 92003, 97744, Saint-Denis, Cedex9, France

^c City Campus, Nottingham Trent University, 50 Shakespeare Street, Nottingham, NG1 4FQ, UK

ARTICLE INFO

Article history:

Received 3 September 2018

Received in revised form

6 November 2019

Accepted 15 March 2020

Available online 17 March 2020

Handling editor: CT Lee

Keywords:

Green human resource management
Perceive organizational support for the environment
Environmental satisfaction
Environmental sustainability
Conditional process

ABSTRACT

The topic of green human resource management has attracted considerable attention during this last decade. Despite this interest little research has been conducted with the aim to explore the effect of practices in achieving workplace goals in environmental sustainability. Using conditional process analysis ($n = 221$), this study tested a moderated-mediation model in which employee environmental satisfaction was expected to increase the indirect effect of green human resource management practices on individual environmental performance through perceived organizational support for the environment. The results reveal that (1) training is the best green human resource management practice in predicting individual environmental performance and (2) perceived organizational support for the environment only increases the effect of individual environmental performance when employees are highly environmentally satisfied with organizational environmental engagement. Through findings this study contributes to the emerging literature on green human resource management and has practical implications for organizations seeking to achieve environmental performance.

© 2020 Elsevier Ltd. All rights reserved.

1. Introduction

The capacity to mobilize staff is now widely acknowledged as a key factor of successful corporate greening (Jackson et al., 2012). The topic of green human resource management (GHRM) has grown in popularity among scholars interested in examining how environmental sustainability practices work within organizations, because the implementation of greening process cannot succeed without the integration of human resources practices devoted to environmental issues (Jabbour and de Sousa Jabbour, 2016).

GHRM provides competitive advantage (Zaid et al., 2018) in achieving environmental performance (Masri and Jaaron, 2017). Prior literature indicates that very little is known about the processes by which GHRM practices lead employees to behave eco-friendly. Kim et al. (2019) make an important step by reporting findings showing that GHRM practices positively influence employee green behaviour. Ramus and Steger (2000) show that

employees are more likely to embrace organizational environmental sustainability efforts when their organizations demonstrate environmental supportiveness (POS-E). Research finds that POS-E (Lamm et al., 2015) shape a working context facilitating the condition of individual environmental performance through environmental employee attitudes and behaviors (Ramus and Killmer, 2007).

Discussing individual motives for environmentally responsible behavior, DeYoung (2000) claim that a systematic error is to assume "that once people know what they should do and why they should do it, they will automatically know how to proceed" (p. 521). Environmental performance depends on the staff ability to behave in an environmentally responsible way. It is consistent to assume that individual willingness results from POS-E and that individual ability is set through GHRM. Through GHRM and POS-E the organization shapes a green climate that has the potential to likely stimulate employee satisfaction (Ahmad, 2015). Bissing-Olson et al. (2015) indicate that employee satisfaction is sensitive to day-to-day work experience too, so that staff willingness to behave responsibly toward the environment may be profoundly affected. The degree to which employees feel satisfied by the combined effect of GRHM and POS-E on their individual environmental performance

* Corresponding author.

E-mail addresses: pascal.paille@neoma-bs.fr (P. Paillé), patrick.valeau@univ-reunion.fr (P. Valéau), douglas.renwick@ntu.ac.uk (D.W. Renwick).