

Successful Green Human Resource Management Practices Impact On Employee's Turnover

Osman Mounir Hammoudeh¹, Ishaq Ibrahim²

¹, Ph.D Student in Human Resource Management, Faculty of Leadership and Management, Universiti Sains Islam Malaysia

², Senior Lecturer in Human Resource Management, Faculty of Leadership and Management, Universiti Sains Islam Malaysia

<p>Article history Submitted: 11 December, 2022 Revised: 20 December 2022 Accepted: 30 December 2022</p>	<p>Abstract This narrative review paper aims to observe the empirical papers results on the relationship between green human resource management and employee turnover. The method used a qualitative research designed as a review paper, the paper targeted the papers contain the two concepts green human resource management practices and turnover in the title, the filtration resulted in only 15 papers to be reviewed. The papers found variate results impact of the green human resource management practices on employee turnover based on different industries as well as countries. Furthermore, there were several variables named employee engagement, work-family balance and health-family balance to be examined as mediators either moderators of the relationship between green human resource management practices and turnover.</p>
<p>Keywords: <i>Turnover, Green human resource management practices, GHRMP, Green human resource management</i></p>	

1. Introduction

The human is the crucial source in the organizations to be called as a capital indicating the significance of the human in the firms, as it's the employees of the firms regardless of employment level they belong to [1:2]. The recent successful business strategies more focusing on the employees convenience and sustainability even though it's not a new topic but the consecration of the concept after a very long research, observations and experiments resulted as the ultimate abilities of the human being rather than any other source [3:4]. Thus, goal's achievement is a line comes with qualified, experts and skillful employees [5], while employees is the only source with unlimited creativity toward implementing the strategies of the firms and practicing the modern ways of achieving the organizational goals [6]. The human resource management as a department handling several duties and experiencing the difficulties to manage the employees starting from hiring and selecting to the employee's performance appraisal [7:8]. Accordingly, the human resource management worked on development and preparing the human capital of the organizations to achieve the goals of the variate employment levels [9:10:11].

The human resource management defined as the controller department in the activates of the employees in the organization, in term of monitor, manage and guide the students toward the useful actions could help the organization to achieve the goals [12]. While recently the industries within the industrial revolution occurs in the world stepped forward to integrate the new perspectives with the human resource management. Therefore, green human resource management developed to be as the conversation and preservation of the sources existed in the firms [13]. In another view of the point was described as the balancing of the organizational performance with the surrounding environmental requirements, a line each of individual's goals, organizational goals and the environmental goals to be as the total and general achievement [14].

Turnover defined as either the actual leaving of the organization or the intention to leave looking for better working environment and much better offers in any other organization, the turnover predicted by several variables is not just an action but actually it's a reaction from the employees toward an inconvenience action could jeopardize the employees future and their families [24].

2. Method

This research paper reviewed the articles that connect the green human resource management with the employees turnover found on google scholar research engine. This review conducted as narrative review concentrating on the only practical papers than contains empirical results of the selected variables [22:23].

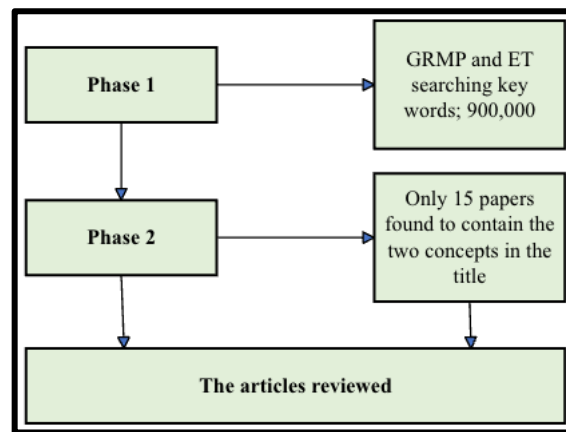


Figure 1: Research Method

The review start with input the two key word and got approximately 900,000 papers, while the researchers filtered the articles that contains employee turnover and green human resource management in the title to get around 15 papers only. Thus, there is only few papers connecting these two concepts together and its been review to be the guide for the future researchers in the dimensions of human resource management practices selections.

3. Results

Training, rewarding, recruiting and selection improving employee engagement which is decreasing the employee turnover [14]. While green performance appraisal creating more equity and competitive working environment which will be reflected on higher retention rates and decreasing the turnover rates in the organizations [15]. Meanwhile, the most important findings of [16] that green pay has insignificant impact on the employees retention, which on the other hand means it doesn't change the employees intention to turnover and they will not decide to remain. According to [17] green discipline positively effecting employee retention amongst the human resource management practices while green performance and green relation having no effect on the employees retention. In another words the employee turnover will not be affected by the green relation and green performance.

Nevertheless, [18] found the green training, green selection and green performance has no effect on the employees turnover, and elaborate that as the employee will never change their decision and intention to leave the organization within practices like green relation, green selection and green performance. The discussion of green training and green recruitment stated in [19] approved that there is an existed and significant effect of each green recruitment and green training on the employee's turnover as such practices decrease the employee turnover in the organizations. As well as, green performance, green recruitment and selection and green training have no effect on the turnover intention in the organizations [20]. Another variable added and significantly concerning the authors which indicated in [21] reported that both hard and soft talent management increasing the turnover intention on the employees as they will quit their jobs and find out another vacancy will less strict and more safe environment with minimum requirements as the key performance index.

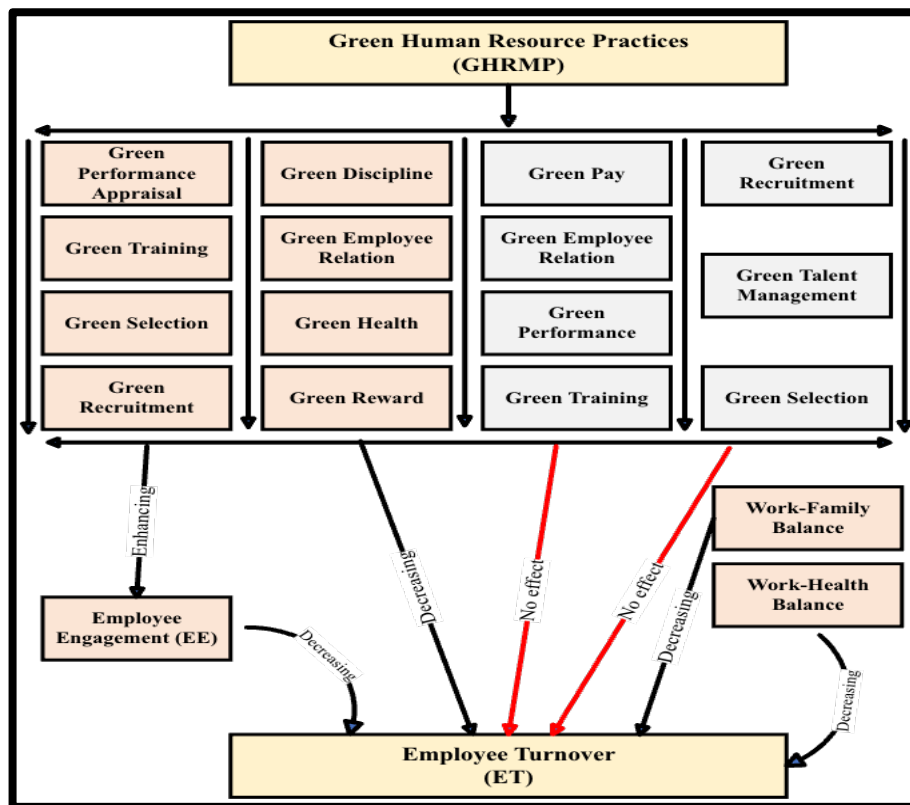


Figure 2: Summary of Results

The above figure shows how significant some variables were on turnover, as practicing the green human resource management functions contribute in decreasing the turnover rates in the organizations. Meanwhile, the researchers found some variables to be significant in some industries and countries while its insignificant or no effect at all on employees turnover.

4. Discussion

Discussing the results in the prior section as each of green performance appraisal, green training, green selection, green recruitment, green discipline, green employee relation, green health, and green reward amongst the human resource management practices that have a significant effect on the employee turnover. While there are practices reported to have huge effect on employee engagement to decrease the employee turnover, which is more significant and effective to be indirect through employee engagement such as green performance appraisal, green training, green selection and green recruitment.

There are some other variables named green talent management and green performance reported as having no effect on employees turnover, the authors read carefully the justifications of the results in the reviewed papers and found that green talent management will enhance the top performing employees only to remain in their jobs while the average employees will feel unsafe to remain and start planning for turnover. The organizations targeting better performance but not to fire all employees except the perfect ones, this is not a successful working strategy. In another view green performance found as irrelevant to the intention of the employees either to leave their jobs because this aspect is more important for the organizations but not individuals. The last category of the practices it was examined and found in some industries and countries significant and effective while its also having no effect or negative effect on employees turnover, these practices named as green pay, green employee relation, green raining, green recruitment and green selection. These results justified as it depends on the employees culture, organizational culture, the employees financial condition, availability of other vacancies and sort of other reasons.

Additionally, the authors found some other variables very relevant and playing an important role in the relationship between green human resource management and employee turnover named employee engagement, work-family balance and health-family balance. The latest perception of the employees more concerning their families in term of managing the medical insurance for themselves and their family's members, and managing the working hours to be suitable for them living their lives with their families too instead of being over used in their jobs and neglecting their families. Employee engagement reported in another way in the papers as the outcome of the green human resource management practices and in the same time as the most important and effective variable to decrease the turnover rates in the organizations. Which is negatively effecting turnover rates in these organizations.

5. Conclusion

The review concluded that the green human resource practices are significantly influencing the employee turnover, in other words the green human resource practices reducing the turnover rates and turnover intention in some industries and countries. While the same practices found to insignificantly influencing the employee turnover rates and turnover intention in some other industries and countries. Thus, the future researchers recommended to examine the green human resources management impact on employee turnover in different industries and countries. This paper recommend to use variables named employee engagement, work-family balance and health-family balance to either mediate or moderate the relationship between the green human resource management practices and employee turnover.

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