Driving Green Development in Manufacturing Enterprises: Green Human Resource Management

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Abstract	Review Article

As global environmental issues become increasingly serious and public awareness of environmental protection rises, the manufacturing sector—one of the largest contributors to energy consumption and pollution—urgently needs to adopt greener practices. Green human resource management (GHRM) has emerged as a crucial strategy to facilitate this transformation within manufacturing enterprises. This paper emphasizes the importance of various aspects of GHRM, including recruitment and selection, green training, development, green performance management, and green reward practices. It outlines the relevant operational processes and examines manufacturing enterprises' challenges in implementing GHRM initiatives. The findings aim to provide valuable references and guidance for Enterprises looking to enhance their green human resource management practices.
Keywords: Green Human Resource Management; Green Recruitment and Selection; Green Training and Development; Green Performance Management; Green Reward.

1. BACKGROUND

Overexploitation of resources and energy consumption, along with ecological destruction and environmental pollution, threaten the sustainable development of enterprises and human beings. The manufacturing industry is considered to be the source of various forms of environmental pollution, and its management activities need to be strictly evaluated, monitored, and corrected [1]. By incorporating environmental factors into the production and operation process of enterprises, various natural resources and raw material energy put into the production process can be optimally utilized and energy efficiency can be improved [2]. The Chinese government has issued *the "Made in China 2025"* strategic policy, which aims to guide Chinese manufacturing enterprises to accelerate the pace of green transformation and upgrading of manufacturing enterprises around the development concept of "innovation-driven, intelligent transformation, strengthening foundation, green development and talent-based" [3]. Green human resource management (GHRM) plays a crucial role in shaping organizational culture, structure, strategy, and policy formulation [4, 5]. Manufacturing enterprises should attach importance to the value-creation effect of the GHRM system to help enterprises overcome development difficulties such as insufficient innovation ability. Without an effective GHRM system, green transformation development may be mere rhetoric [6, 7].

The impact of human resource management on environmental management may have originated in Wehrmeyer's 1996 book "Greening People: Human Resource and Environmental Management" [8]. With more and more similar studies, the need for organizations to implement greening initiatives for human resource management practices becomes more apparent [9-11]. These needs have been strengthened through the discussion of the positive impact of human resource management on the economic benefits of enterprises, and the concept of GHRM has been formed. The term GHRM was proposed by Renwick *et al.*, (2008) [12] and is generally defined to cover the aspects related to human resource management in environmental management [13]. At the same time, scholars regard GHRM as a new research direction, aiming to emphasize the integration of environmental protection, energy saving, and sustainable development concepts in the process of human resource management, to achieve the harmonious unity of economic benefits, social benefits, and environmental benefits of enterprises [14]. As one of the important means to promote the green transformation of enterprises, GHRM has gradually been attracted by the attention of manufacturing enterprises [15].

2. The key practices of GHRM
2.1. Green Recruitment and Selection

Manufacturing enterprises pay attention to the environmental awareness and sustainable development concept of candidates when recruiting and selecting talents [16]. Through the development of green recruitment standards and processes, attract more outstanding talents with environmental literacy and sustainable development ability to join the enterprise [17]. Enterprises should reflect their environmental sustainability agenda on the organization's website and other public-facing channels so that candidates can see the enterprise's green priorities [18]. This is confirmed by research by Guerci *et al*., (2016), who found that intentions related to environmental sustainability can play an important role in attracting potential applicants [19]. Green recruitment ensures that new employees can understand the enterprise's green culture and understand its environmental values and beliefs [20]. Potential green employees are selected through a series of questions related to environmental awareness, values, and beliefs [21]. When employees agree with the enterprise's green development goals and values, employees are more likely to behave in line with the enterprise's green development goals [22]. When manufacturing enterprises conduct green recruitment and selection, they need to adopt a series of specific processes and operational methods to ensure that they attract and select talents with environmental awareness and green skills [23]. Here is a detailed guide on how to proceed:

- **Define green hiring goals**
  - ✓ Identify green job needs: Manufacturing enterprises need to identify positions that require green skills and environmental awareness, such as environmental engineers and green supply chain managers.
  - ✓ Setting green recruitment criteria: Based on the needs of the position, develop specific green recruitment criteria, including professional knowledge, skills, experience, and environmental awareness and behavior.

- **Publish green recruitment information**
  - ✓ Write green job ads: Highlight the enterprise's green concept and the green skills required by the position in the job ads to attract environmentally conscious job seekers.
  - ✓ Choose green recruitment channels: Use green recruitment websites, environmental protection organizations, university environmental protection societies, and other channels to publish recruitment information to expand the scope of recruitment.

- **Resume screening and preliminary evaluation**
  - ✓ Green keyword screening: In the resume screening stage, focus on whether the applicant's educational background and work experience contain environmentally related keywords.
  - ✓ Initial assessment: Conduct an initial assessment of the candidates' environmental awareness and green skills through telephone or video interviews.

- **In-depth interviews and tests**
  - ✓ Green skills interview: Set questions related to green skills in the interview, such as environmental regulations, energy conservation, and emission reduction measures, to assess the professional ability of job seekers.
  - ✓ Scenario simulation test: Through the way of scenario simulation, test job seekers in the face of environmental problems in the coping strategy and problem-solving ability.

- Environmental awareness assessment
  - ✓ Assess candidates' environmental awareness and attitude towards green development through questions and case studies.
  - ✓ Background checks and hiring decisions
  - ✓ Background check: Verify the candidate's educational background and work experience, as well as their past environmental activities and contributions.

- Hiring decision Make hiring decisions by comprehensively evaluating the candidate's green skills, environmental awareness, and job-matching degree.

Green recruitment effect assessment
- Recruitment effectiveness assessment: Regularly assess the effectiveness of green recruitment, including new employees' green skill level, environmental awareness, and performance at work.
- Continuous optimization: Based on the evaluation results, the green recruitment and selection process is continuously optimized to improve the efficiency and quality of recruitment.

Through the above process and operation methods, manufacturing enterprises can more effectively attract and select talents with environmental awareness and green skills, and provide a strong talent guarantee for the green development of enterprises.

2.2. Green training and development

Green training covers environmental regulations, energy saving and emission reduction technologies, green production processes, etc [24]. By raising employees' environmental awareness, instilling green values, and improving their ability to implement green work practices, they can deepen their understanding of the connection between their workplace activities and the environment, and help employees develop responsible environmental behaviors [25].

Employees can receive comprehensive sustainability training through Green Knowledge Management, developing their environmental protection knowledge and skills, as well as their ability to deal with complex environmental management issues [26]. According to the capability-motivation-opportunity theory, by cultivating the green skill level of employees, it is psychologically easier for them to participate in behaviors that support the green development goals of enterprises. Training in environmental activities also promotes the dissemination of corporate environmental values, thus encouraging the voluntary behavior of employees [27]. Pinzone *et al*., (2016) emphasized that training practices should be used to build employees' green capabilities so that employees can make more efforts in environmental activities and exhibit more organizational citizenship behaviors. The following is the specific process and method of green training [28].

- Analysis of Green Training Needs
  - ✓ Identify training needs
  - ✓ Assess the level of environmental awareness of current employees
  - ✓ Analyze the strategic goals of green transformation or sustainable development of enterprises
  - ✓ Identify the green skills and knowledge needed for key roles

- Setting training objectives
  - ✓ Clarify the level of environmental awareness that employees should achieve after training
  - ✓ Identify the green skills and knowledge that employees should acquire
  - ✓ Set post-training goals for behavior change or performance improvement

- Design green training content
  - ✓ Basic knowledge of environmental protection: such as environmental policies, environmental regulations, green lifestyle, etc.
  - ✓ Green skills improvement: such as energy-saving technology, resource recycling methods, green supply chain management, etc.
  - ✓ Sustainable development concepts such as corporate social responsibility, circular economy, ecological design, etc.

- Determine the training method
  - ✓ Online training: Distance learning using the network platform, convenient for flexible scheduling
  - ✓ Offline training: Organize face-to-face lectures, seminars, workshops, etc., to promote interactive communication
  - ✓ Practical operation: Through simulation exercises, on-site visits, and other ways, let employees experience green operation

- Develop training schedule
  - ✓ Determine the start and end times of the training
  - ✓ Arrange the sequence and interval of training sessions

- Green training implementation
  - ✓ Environmental experts and representatives of successful enterprises in green transformation are invited as lecturers.
  - ✓ Ensure that lecturers have a wealth of environmental knowledge and practical experience.

- Preparation of green training materials:
  - ✓ Make training PPTs, videos, manuals, and other teaching materials.
  - ✓ Prepare materials for interactive sessions such as case studies and group discussions.

- Green training Execution
  - ✓ Teach according to the training plan
  - ✓ Organize students to participate in interactive sessions, such as group discussion, role play, etc.
  - ✓ Encourage students to ask questions and share experiences to facilitate knowledge sharing

- Green training effect evaluation
  - ✓ Collect feedback from trainees immediately after the training.
  - ✓ Understand the trainees' satisfaction and gain from the training content.
  - ✓ Observe the changes in trainees' behavior after training.
  - ✓ Assess whether participants integrate green concepts into their daily work.
  - ✓ Compare job performance before and after training.
  - ✓ Analyze the impact of green training on environmental performance and economic benefits of enterprises.

- Green training continuous improvement
  - ✓ Analyze the successful experience and shortcomings of green training.
  - ✓ Put forward improvement measures and suggestions.
  - ✓ Adjust the content, manner, and timing of training according to the evaluation results.
  - ✓ Introducing more advanced training techniques and methods.

- Continuous tracking and feedback:
  - ✓ Establish a green training tracking mechanism.
  - ✓ Collect feedback from employees regularly.
  - ✓ Continuously optimize and improve the green training system.

Enterprises can establish a green training incentive mechanism by linking green training to employee performance assessments and promotion opportunities, encouraging employees to participate in these initiatives actively. Encourage employees to participate in competitions focused on green innovation, energy conservation, and reducing consumption [29]. These activities help stimulate environmental awareness and creativity among staff. Sharing knowledge and experiences related to sustainability through corporate social media and internal forums fosters a culture of learning about green practices [30]. By implementing these strategies, enterprises can improve employees' environmental awareness and green skills, promoting sustainable development and a successful transition to greener practices [31].

2.3. Green Performance Management

Performance management is a kind of green environmental protection index that should be brought into the employee performance management system, by setting the green performance goals and evaluation criteria, motivating staff to actively participate in the enterprise's green transition and environmental protection activities [32]. It aims to achieve long-term sustainable development of the organization by improving resource efficiency, reducing environmental pollution, and promoting green innovation. According to Saeed *et al.*, (2019), the most critical element of green performance management for managers and employees is performance appraisal, which can influence the mechanism and effectiveness of subsequent rewards and compensation [33]. Context-based feedback from supervisors/managers helps to increase employees' knowledge, skills, and abilities. This, in turn, can increase their motivation to take on environmental responsibility. Therefore, monitoring and evaluating employees' environmental performance and activities can help employees obtain clear environmental information, adopt green voluntary behaviors, and ensure that their environmental responsibilities are fulfilled. Anwar *et al.*, (2020) highlighted the importance of assessing environmental activities and assessing skills and competencies to improve the voluntary ecological behavior of employees [34]. According to the motivational component of AMO theory, green performance management is conducive to encouraging employees to engage in voluntary green behaviors related to tasks, and regularly evaluating them to provide feedback on their progress in achieving the organization's green goals [35]. When implementing green performance management, organizations need to flexibly select appropriate methods and tools according to their actual situation and strategic objectives. At the same time, maintain communication and cooperation with relevant parties to jointly promote the continuous improvement and development of green performance management [36]. The concrete operation method of green performance management is as follows.

- Develop a green Performance plan:
  - ✓ Develop a detailed green performance plan based on the actual situation and strategic objectives of the organization.
  - ✓ Define the objectives, indicators, processes, and responsibilities of green performance management.

- Establish a green performance management system:
  - ✓ Establish the organizational structure and process system of green performance management.
  - ✓ Set up a special green performance management department or post, responsible for the daily work of green performance management.

- Implement green performance monitoring:
  - ✓ Monitor and evaluate the organization's green performance on a regular basis.
  - ✓ Collect and analyze green performance data, and identify and solve existing problems in time.

- Carry out green performance improvement
  - ✓ Develop improvement measures and plans based on the results of green performance monitoring.
  - ✓ Promote green innovation and technological progress to improve the level of green performance of the organization.

- Strengthen green performance communication:
  - ✓ Communicate with employees, suppliers, customers, and other stakeholders to understand their environmental needs and expectations.
  - ✓ Publish green performance reports regularly to demonstrate the organization's green performance results to relevant parties.

2.4. Green reward

The green reward is an important part of the GHRM system, which motivates employees to work according to the environmental standards set by the organization [37]. Similarly, organizational sustainability is highly dependent on green reward systems [38]. This can take two forms, monetary and non-monetary. Some organizations give financial rewards such as monetary incentives, bonuses, and cash rewards for good environmental performance [39]. Hameez *et al.*, (2020) mentioned that some Enterprises give green rewards to employees for good environmental performance [40]. On the other hand, some Enterprises give non-monetary rewards in the form of awards, prizes, appreciation, and special recognition to enhance employee pride and encourage green behavior more effectively [41]. In the process of declaration, review,

and issuance of green awards, it is necessary to ensure fairness, fairness, and openness, avoid any form of discrimination and prejudice, strengthen communication with employees, timely understand their needs and expectations, and provide a basis for the development of more effective green incentive programs. Green incentive programs should align closely with the enterprise's environmental protection strategy and objectives to enhance environmental performance [42]. Liaquat *et al*., (2024) state that employees are motivated to engage in ecological initiatives when provided with monetary and non-monetary rewards. The following is the specific operation process for green rewards [43].

- Define the goals and criteria for green rewards
  - ✓ Identify the specific environmental behaviors or outcomes that green incentives are designed to promote in line with the enterprise's environmental strategy and sustainability goals.

- Develop specific and measurable environmental performance indicators as a basis for employees to receive green awards.
  - ✓ These standards should cover energy conservation and emission reduction, resource recycling, waste reduction, environmentally friendly product development, and other aspects.

- Establish a green reward system
  - ✓ Design a variety of reward types, such as bonuses, promotion opportunities, additional leave, environmental training, etc., to meet the needs and preferences of different employees.
  - ✓ et up different levels of incentives to encourage staff to participate in environmental activities to varying degrees.
  - ✓ Clarify the payment cycle and conditions of rewards to ensure the timeliness and fairness of rewards.
  - ✓ Establish the process of declaration, review, and issuance of awards to ensure the smooth implementation of awards.

- Implement a green incentive program
  - ✓ Introduce the green reward program to employees through internal publicity channels to increase employee awareness and participation.
  - ✓ Organize environmental training to enhance employees' environmental awareness and skills and lay the foundation for receiving awards.

- Award
  - ✓ According to the evaluation results, the qualified employees will be rewarded.
  - ✓ Publicly reward results to set an example and motivate more employees to participate in environmental activities.

- Continuous monitoring and improvement
  - ✓ Regularly monitor the implementation effect of the green incentive program, including the improvement of employee engagement and environmental performance.
  - ✓ Collect feedback from employees to understand the benefits and drawbacks of rewards programs.
  - ✓ Improvement plan:
  - ✓ Continuous improvement and optimization of the green reward program based on monitoring results and employee feedback.
  - ✓ Adjust the types of incentives, criteria, and mechanisms to better adapt to changes in corporate environmental strategies and employee needs.

By following the above operational processes, Enterprises can more effectively implement green incentive programs, motivate employees to actively participate in environmental activities, and jointly promote the sustainable development of the enterprise.

3. The challenge of implementing GHRM
3.1. *Cost-related concerns.*

GHRM needs to invest a lot of manpower, material, and financial resources for training and transformation, which may increase the operating cost of enterprises [44]. This is the biggest problem faced by enterprises when implementing GHRM, the first is the initial investment cost. When enterprises turn to GHRM, they often need to make a series of initial investments, such as the purchase of environmental protection equipment, the renovation of green office space, and the introduction of green office systems and technologies [45]. These investments typically require large amounts of capital and may not bring immediate financial returns in the short term. The second is the cost of employee training and education: In order to ensure that employees can understand and practice the concept of GHRM, enterprises need to conduct relevant training and education for employees. This includes green office skills training, environmental awareness, etc., which requires a certain investment of time and money. Then there is the increase in operating costs: green HR management can mean higher operating costs. For example, to reduce energy consumption, enterprises may need to adopt more expensive energy-saving equipment or technology. To reduce waste generation, Enterprises may need to increase the cost of waste recycling and disposal. To reduce carbon emissions, enterprises may need to buy green energy or carbon offsets. There is also supply chain cost adjustment: enterprises may need to carry out green transformation of the supply chain when implementing GHRM. This includes choosing greener suppliers and pushing suppliers to produce greener

products [46]. These adjustments may bring additional costs, such as supplier screening costs, cooperative negotiation costs, etc. Finally, relevant compliance costs may be involved: with the continuous improvement of environmental regulations, enterprises need to ensure compliance with relevant laws and regulations when implementing GHRM. This may require a certain investment of time and money to conduct compliance checks and adjustments to avoid possible legal risks and fines. In the process of implementing GHRM, enterprises may miss some potential business opportunities because they are too focused on cost control. For example, refusing to adopt certain innovative green technologies or products to reduce costs may cause Enterprises to miss out on a competitive advantage in the green market. Therefore, when implementing GHRM, enterprises need to comprehensively consider the short-term and long-term cost benefits, and formulate appropriate strategies to balance cost control and green development [47].

3.2. Technical Issues

Enterprises encounter technical issues and bottlenecks when implementing GHRM, necessitating increased technology research, development, and innovation [48]. These difficulties are manifested in the choice and application of green technology. When the manufacturing industry implements GHRM, it needs to choose the green technology suitable for its production process and the needs of employees. However, due to the wide variety of green technologies on the market and the varying suitability and cost-effectiveness of different technologies, it is often difficult for Enterprises to make the best choice [49]. In addition, even if the appropriate green technology is selected, how to effectively apply it to the production process to ensure that production efficiency can be improved and environmental impact can be reduced is also a technical problem. With the continuous improvement of environmental regulations and the continuous development of green technology, manufacturing employees need to constantly update their green skills and knowledge to adapt to new production requirements and environmental standards [50]. However, due to the high cost of employee training and knowledge updating, and the significant investment of time and effort required, it is often difficult for Enterprises to ensure that all employees are up-to-date with the latest green technologies and knowledge. When implementing GHRM, manufacturing enterprises need to establish an effective green performance monitoring and evaluation system to timely discover and solve environmental problems in the production process. However, since the monitoring and evaluation of green performance involves many aspects, such as energy consumption, waste discharge, employee health, etc., and requires the collection and analysis of a large amount of data and information, it is often difficult for enterprises to establish a comprehensive, accurate and efficient monitoring and evaluation system. Manufacturing enterprises also need to pay attention to the greening of the supply chain when implementing

GHRM. However, because the supply chain involves multiple links and multiple partners, and the environmental standards and green technologies of different links and partners are different, it is often difficult for enterprises to achieve a comprehensive green supply chain. In addition, how to integrate and manage the green supply chain to ensure the coordination and efficient operation of all links in the supply chain is also a technical problem. With the continuous development of information technology and intelligent technology, the manufacturing industry also needs to use these technologies to improve management efficiency and accuracy when implementing GHRM. However, because the level of informatization and intelligence of different enterprises is different, and the informatization and intelligence of GHRM requires a lot of capital and technical support, it is often difficult for enterprises to achieve this goal in a short time.

3.3. Employee Awareness

In the implementation of GHRM in manufacturing enterprises, employee awareness is an important problem [51]. Some employees may not understand the concept of environmental protection and do not fully realize the importance of environmental protection, so the actual operation may ignore the environmental requirements, such as randomly discarding waste, waste resources, and so on. When manufacturing enterprises introduce GHRM measures, employees may not have a deep understanding of the purpose, method, and significance of these measures, resulting in confusion or resistance in the implementation process. Coupled with the lack of necessary green skills and knowledge, employees are unable to effectively implement GHRM measures. For example, employees may not know how to effectively use environmentally friendly equipment or reduce energy consumption. Many employees might be accustomed to certain operational methods that waste resources or produce pollution, making it challenging to change these habits quickly. This can lead to a negative attitude toward GHRM, as employees may believe that these measures will increase their workload or decrease production efficiency [52]. Such negative attitudes can hinder their willingness to implement GHRM practices and negatively impact their effectiveness.

4. CONCLUSION

The practice of GHRM presents various challenges for enterprises. Key obstacles include the high costs associated with GHRM implementation, a lack of training in green skills, and varying levels of employee understanding regarding green transformation. To overcome these challenges, companies must enhance internal communication and boost employee awareness and engagement in the green transformation process. Additionally, it is crucial to invest more in training programs that develop green skills and elevate the overall competency of employees in this area. GHRM plays a significant role in promoting green transformation and

sustainable development within manufacturing enterprises. By implementing practices such as green recruitment and selection, green training and development, green performance management, and green rewards, companies can enhance employees' environmental awareness and contribute to the sustainable development of the organization. As environmental regulations become increasingly stringent and public awareness of environmental protection continues to grow, the adoption of GHRM within the manufacturing sector will become an essential aspect of enterprise development. Manufacturing companies need to proactively address these challenges by increasing investment and research and development efforts, fostering thorough implementation, and continually innovating GHRM practices.

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