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**THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND KNOWLEDGE SHARING ON SUSTAINABLE PERFORMANCE: A CONCEPTUAL FRAMEWORK**

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**ABSTRACT**

In recent years, scholars have shown that green human resource management (GHRM) practices enhance a sustainable performance. However, organizations have faced pressure from stakeholders to adopt environmentally friendly business practices, as it has become imperative to identify green environmental practices that stimulate sustainability. Green Human Resources Management (GHRM) in Environmental Management of organizations is increasingly becoming a major issue for academics and practitioners around the world and its impact on sustainable performance. Moreover, GHRM is a new concept emerging in today's world. The growing interest in the global environment and the development of international environmental governance standards and protocols have created a need for businesses to adopt environmental strategies. In this emerging field, it is generally observed that the existing literature needs to be further expanded from the perspective of HRM functions. Incorporating these practices can help organizations achieve a green corporate culture and improve their sustainable performance in order to strike a balance between environmental, economic and social performance with society, which is the primary responsibility of organizations. The purpose of this review is to explore green human resource management practices based on existing literature and its impact on sustainable performance, and for highlighting the various important works of other workers and at the end of attempts to suggest some green HR initiatives.

**Key Words:** Green Human Resources Management; sustainable performance; green HR initiatives; Environment Management.

**1. INTRODUCTION**

Organizational strategies and policies can only be successfully implemented through human resource and thus, environmental thinking and operations and operations should be consistent with positive vision that directs employees towards the realization of environmental practices and initiatives (Acquah, Agyabeng-Mensah & Afum, 2020).

In the present time, many organizations have adopted green human resource management practices all over the globe. The discovery of such practices in business and other organizations could contribute significantly to practice and academics in the field of human resource management (HRM). In relation to this, green HRM has become a notable research area in the organizational studies and thus, in the present study, the main focus is placed on HRM practices

discovery in the extant theoretical and empirical studies as suggested by Arulrajah, Opatha and Nawaratne (2015).

The role of HRM in enhancing the performance of the environment has been accounted for since the middle of the 1990s (Milliman & Clair, 1996), with studies examining the positive HRM outcomes on the latter (e.g., Jackson & Seo, 2010; Wagner, 2013). Majority of human resources practices have been evidenced to be effective in extensively promoting green ideologies (Fernandez, Junquera & Ordiz, 2003) and in adopting initiatives relating to environmental management (Jabbour & Santos, 2016).

Literature shows that green HRM covers the awareness of environmental issues and promotes social and economic well-being of the organizations and their employees viewed from a general point of view. It is useful in minimizing carbon fingerprints and costs, promoting efficiency and environmental awareness of employees, and launching green work-life balance initiatives for them (Ahmad, 2015; Nijhawan, 2014).

In fact, HRM has a key role in integrating the strategy of sustainability within the organization in the hopes of developing skills, motivation, values and trust among employees to accomplish and maintain the triple bottom line (people, planet and profit) (Uddin & Islam, 2015). HRM support towards environmental management is commonly referred to as green human resource management (GHRM) (Anusingh & Shikha, 2015). In particular, GHRM is described as the HRM policies use in supporting resource usage sustainability in the organization and in driving the advantages of environmental management. The GHRM-related practices are robust tools that organizations can avail from in their HRM green operations. Lack of human resources and sustainable policies implementation would lead to failure to going green initiatives.

In relation to the above, knowledge sharing stems from the knowledge management concept, and is referred to as identifying the use of collective knowledge in the organization to promote the regulation of business rivalry (Alavi & Leidner, 2001). To this end, knowledge management is essential in disseminating and accessing knowledge in or among organizations. Literature dedicated to knowledge management defined knowledge sharing as the exchange of data, information or expertise to provide solutions to problems, pave the way for novel insights or to establish measures/rules (Chen, Wang & Wang, 2018). On the other hand, other scholars like Yu and Yang (2018) defined it as a process involving multiple stages of initiating, implementing, promoting and integrating knowledge, while some others like Wang (2019) added that it involves transferring, search, sharing or assimilating knowledge.

## **2. LITERATURE REVIEW**

### **2.1 Sustainable Performance**

The concept of sustainability entails the organization's commitment to its employees and to the community through the use of human resource function (Wirtenberg, Harmon, Russell & Fairfield, 2007). This is largely dependent on the processes and activities adopted to modify different human resources aspects like employee's empowerment, employee's rewards, management commitment and the like. These organizational changes are supported and brought

about by the environmental management integration into HRM (Renwick, Redman & Maguire, 2013). Generally speaking, GHRM sustainability main objective is to improve performance through environmental management and innovation. Balancing between economic growth, social equity and environmental completeness is all part and parcel of this process and thus, achieving sustainable performance requires the adoption of green practices and their integration within business operations. The organizations should constantly look for ways for staff collaboration towards effective business sustainability while including its environment and social performance in the mix. Moreover, GHRM in firms can bring about sustainability only when human resources strategies, policies, and practices are developed to support social, economic and environmental aspects (Bon, Zaid & Jaaron, 2018).

## 2.2 Green HRM and Sustainable Performance

Scholars and practitioners in recent times have increasingly focused on the effect of GHRM on firm performance, suggesting that the former enhances the latter (Zaid, Jaaron & Bon, 2018). Along the same line, employee's role in green teams has a significant impact on not only green reputation but also the environmental performance of the organization (Dangelico, 2015). Green human resource management practices (GHRMPS) assist in the promotion of green values and principles in the organizations, which in turn, enhances their environmental performance. Specifically, GHRM provides incentives to the employees to generate competitive advantage and achieve sustainable environmental performance of the firm.

In a related study, Haddock-Millar et al. (2016) firms generally adopt GHRMPS to improve their financial and environmental performance. Added to this, Wagner (2013) indicated that investments in socially responsible practices like GHRMPS among organizations lead to enhanced employee and customer satisfaction, innovation and staff recruitment, which will eventually result in higher sustainability performance. Also, Longoni et al. (2018) related that GHRMPS leverages human resources to establish innovation processes in the hopes of achieving environmental objectives. Such practices also leads to minimizing incidents, maintaining continuous improvement and advances in recycling performance, enhances the perceptions of stakeholders, minimizes waste and resource consumption and guarantees cost savings.

According to Roscoe, Subramaniam, Jabbour and Chong (2019) firms who train their employees in green practices are more capable of developing green capabilities directed towards reducing irrelevant waste and pollution-creating activities. In other words, environmentally-conscious teamwork leads to considerable waste reduction and enhanced environmental performance of the firm (Roscoe et al., 2019; Daily, Bishop & Massoud, 2012). In relation to this, employee empowerment can lead to enhanced environmental awareness and positive environmental performance. This also has a positive influence on financial performance (Agyabeng-Mensah et al., 2020a, b, c, d and e).

In the same study caliber, Wagner (2013) stated that the entire members of the organization have to be involved in promoting greening in organizations in order for the green human resource initiatives to be achieved. The employees have to follow green practices in their working area in a daily basis and green practices have to be embedded in the processes of HR like recruitment,

training and compensation (Wood, 2014). Rani and Mishra (2014) argued that a positive result should be the target when green human resources via processes are established. Moreover, GHRM bundle is the glue that holds different synchronous practices together into one unit (Jadhav&Mantha, 2013). Such a bundle provides numerous mutual benefits to the employees and the firm and it should significant outcomes that are aligned with the internally dependable HR practices. The integration of such practices provides a higher direct impact on the competitive enhancement and performance of the organization (Tadic&Pivac, 2014). Therefore, the present study examines GHRM bundle that covers green hiring, green training and green involvement, green performance management and compensation.

Environmental management studies acknowledge the importance of suitable human resource practices for employees' stimulation towards achieving environmental sustainability objectives. Studies have been conducted to examine the drivers behind the engagement of employees in pro-environmental behaviors that assist the enhancement of organization level of green adoption (Paille et al., 2013). Firms that care about protecting the natural environment should be supported by their staff activities through their provision of knowledge, skills, commitment and productivity (Zhu et al., 2012). In the current times, green human resource initiatives primarily covers the enhancement of competency of processes, elimination or minimization of environmental damage and restoration of human resource products, tools, as well as procedures to achieve higher efficiency and lower incurred costs. Relevant studies in literature are of the consensus that adopting the greening function is the primary factor in enhancing the organization's financial and environmental performance (Haddock-Millar et al., 2016).

It can thus be stated that through the provision of insight into the scope and depth of green human resource practices, it is possible for organizations to enhance their environmental performance sustainability (Arulrajah et al., 2016). Green human resource practices are key tools in greening organizations and their operations. Human resources green performance, green behaviors, green attitude and green competencies can be formed and reformed by adapting them to the green human resource practices. Added to this, authors have promoted the fact that financial performance depends on the outcomes of employees (competence, involvement and motivation) relating to the organizational environmental practices (Jabbour& de Sousa Jabbour, 2016; Masri&Jaaron, 2017). This may be exemplified by the hiring of conscious employees and those talented in terms of environmental issues relating to the organization. In the same way, involving employees in environmental activities through training and goals clarification allows for their skills, motivation, retention enhancement and job-related outcomes (Teixeira et al., 2016; Anusing&Shikha, 2015). This ultimately leads to enhanced financial performance of the organization.

Thus, Wagner (2013) reached to the conclusion that social responsibilities investments among organization could mean reaping tangible advantages including but not limited to image improvement in the perception of customers, employees, excellent staff recruitment and enhanced innovation. These advantages are expected to enhance the overall performance of the organizations. This was supported by Rezaei-Moghaddam (2016), who stressed on the argument that investing in social programs that focus on employees and community is a key step for the

organizations towards supporting green management of human resources. The initiatives and programs should stress on the staff health and safety welfare, particularly when they get exposed to harmful emissions. Such initiatives are also expected to support sustainable performance in manufacturing firms. On the basis of the argument that GHRM bundle usage can bring about significant organizational performance, it is logical to state that it also supports the sustainability of such performance.

### **2.3 Green Human Resource Management (GHRM) Practices**

Green Human Resource Management (GHRM) refers to the environmental management that is related to HRM and its main objective is the use of HRM in preventing pollution using the operational processes of the organization (Renwick et al., 2013). GHRM practices entail the use of traditional HRM practices consistent with environmental objectives and the strategic HRM dimensions of the firm (Gholami et al., 2016).

More importantly, GHRM has been defined in different ways by researchers. To begin with, in organizational perspective, GHRM was defined as the entire tasks and duties appropriated to the development and creation of a system that makes human resource aware of the environment in their private and professional lives (Kirti, 2019; Jirawuttinunt&Limsuwan, 2019).

Moreover, various GHRM practices and phases have been proposed in literature; for instance, four phases were introduced by Milliman and Clair (1996) for environmental HRM model, namely, provision of an environmental vision, training employees in sharing environmental vision and goals, evaluating environmental performance of employees, and lastly, recognizing the environmental activities of employees through reward programs. For the HRM framework for environmental management system, Daily and Huang (2001) proposed four-dimensions and they are; supporting senior executives, training, empowerment and rewarding for environmental HR. Similarly, green hiring, entailing the provision of environmental competencies to employees and the sensitivity towards the environment, and green training and involvement, entailing the development of environmental competencies and skills and employees' engagement in green behaviors, and lastly green performance and compensation, entailing the assessment of employee performance using their green behaviors and rewarding them, have all been found to positively relate to the environmental performance of the organization (Renwick et al., 2013). In relation to this, selection, recruitment, training and environmental knowledge development constitute the GHRM components. In fact, other scholars in literature (e.g., Sharma, 2016; Arulrajah et al., 2015; Bangwal& Tiwari, 2015) found recruitment, performance management and reward policies and appraisal, training and development, employment relations, and pay and reward policies to be key tools in maintaining alignment between employees and the environmental strategy of the organization. Tang et al. (2017) found that most of the studies in literature referred to GHRM practices as encapsulating recruitment and selection, training, performance management, pay and reward systems and involvement. Thus, in the present study, GHRM is considered to consist of four major practices, namely green recruitment and selection, green training and development, green performance management, and green compensation and reward, as these practices are the top mentioned practices in relevant literature.



According to Al-Kerdawy (2018), GHRM has become a new reflection and trend of management success, which integrates environmental management into sustainable performance in order to support the overall performance of the organization. In the present time, one of the top managerial challenges is environmental issues (Opatha&Arulrajah, 2014; Mancha & Yoder, 2015), with organizations constantly looking for ways to lessen their negative impacts on the environment, while enhancing their performance sustainability (Ahmad, 2015; Mousa& Othman, 2020). Studies dedicated to HRM shows that HRM practices do influence the performance of the organizations via the behavior and attitudes of their employees (e.g., Dumont et al., 2017; Mousa& Othman, 2020).

Indubitably, human resource is the building block of organizational strategies and policies implementation success, which goes without saying, that environmental thinking has to be aligned with the firm's operations and firms and for this, employees have to be oriented towards environmental practices and programs. Studies in literature are of the consensus as to the emergence of GHRM as a field of study that has slowly garnered increasing attention (Jabbour et al., 2010; Renwick et al., 2013). Such studies demonstrate the HR practices relevance for environmental management effectiveness and enhanced environmental performance of firms. Some firms were found to employ GHRMPS as a strategy of HR to promote pro-green corporate management as evidenced in Jain and D'lima (2018) and Bombiak and Marciniuk-Kluska (2018). To this end, green human resource management entails the introduction of environmental thinking into HR policies and practices in an attempt to advocate eco-friendliness of workers and to accomplish the firm's sustainability goals.

In a related study, Prasad (2013) referred to GHRMPS as the HR policies and practices that promote and reinforce the environmental policies of the firm directed towards reducing waste, preventing pollution and achieving sustainability in using natural resources and energy to develop performance and corporate image. Meanwhile, in Amrutha and Geetha's (2020) study, the authors highlighted the key role of GHRMPS in achieving environmental balance, economic stability and health, wellness, social equity and sustainability requirements of the firm and the employees. de Sousa Jabbour et al. (2015) and Jackson et al. (2011) suggested that approving firm employees is crucial for adopting environmental management initiative.

The consistency of the environmental management practices with the human resource practices and factors was also mentioned by Daily and Huang (2001) in order to accomplish sufficient performance level of the organization. Literature largely acknowledges that senior management support for green activities, green training, empowerment of employees towards applying green issues, green teams, performance evaluations and green criteria-based rewards, employee involvement in environmental management, green organizational culture and organizational learning are all determinants of GHRMPS (Amrutha&Geetha, 2020; de Souza Jabbour et al., 2015; Renwick et al., 2013). Specifically, de Sousa Jabbour et al. (2015) revealed that the factors may be considered as the critical factors of human resource green initiatives. In the context of Ghana, manufacturing firms have adopted human critical success factors including green compensation, acquisition of green employees, green training and education, evaluation of green

performance and rewards, green employee involvement, green teams, and green discipline management for green thinking enhancement and for achieving goals of sustainability.

### **2.3.1 Green Analysis and Job Description**

In an attempt to provide exclusive focus on environmental management aspects, current organizations have designed environmental concerned new jobs or positions. In relation to this, job descriptions can be utilized to provide a specification of the number of environmental protection related tasks, duties and responsibilities (Wehrmeyer, 1996; Renwick et al., 2013). Some companies have even done this in every job for environmental protection. Job analysis has garnered more attention owing to the workforce changes and changes in the job specifications. A certain position has clear set roles and responsibilities established using job analysis, ensuring that every organizational structure level is well aware of its contribution and its added value to the product/service development. Also, job analysis makes sure that incumbents provide values with the least overlapping and loss of resources. Most firms showed that job analysis lead to enhanced efficiency of administration and work environment and lessened costs, while enhancing productivity (Roscoe et al., 2019; Siddique, 2004).

These studies evidenced the significance of job analysis and job descriptions in employee recruitment. Based on the green perspective, green analysis and job description, which encapsulate environmental issues in job descriptions is what brings about the transformation of commitment to the environment into an obligation, aside from the usual job activities (Jabbour, Santos & Nagano, 2010, p.1057). In an environmental conscious organization, green analysis and job description has to cover positions demanding environmental knowledge, specifically employees who work directly with improving environmental performance, boosting environmental knowledge and engagement in issues of environmental management (Jabbour, 2011).

### **2.3.2 Green Recruitment & Selection**

This aspect relates to the environmental strategy used for recruiting and selecting green employees through the greening efforts of criteria established, communication of organizational preference in such recruitment, and the criteria of the employees – those with competency and attitudes towards corporate environmental management. Green recruitment work towards reducing paper and use online application and interviews (Jirawuttinunt&Limsuwan, 2019). Additionally, employees who are talented and creative are generally attracted to the environmental reputation and image of the firm (Ahmad, 2015; Deshwal, 2015; Renwick et al., 2013; Linnenluecke& Griffiths, 2010; Harb& Ahmed, 2019). Skilled and creative people hiring contributes to the firms' competitive advantage (Harb& Ahmed, 2019) and boost their opportunities and growth, business expansion and levels of profitability (Harb& Ahmed, 2019).

Although recruitment and selection are synonymously considered, there are differences between them as clarified by Bratton and Gold (2012). The authors referred to recruitment as the process of producing a pool of employees who are capable of applying for employment, while selection is the manager's used instruments to select a candidate from an applicants' pool, aligned with the

goals of management and the requirements of the legal processes. The correct candidate has to be selected for successful business as organizations are not as likely to succeed without employees who are qualified (Mathis & Jackson, 2011). Based on the green perspective, green selection is selecting green people, those who are committed and sensitive to the environmental issue, and thus can contribute to the company's environmental management (Jabbour et al., 2010, p.1057).

Environmentally managed firms should thus choose committed people who are environment-sensitive. Literature dedicated to the selection of such employees with the right technical knowledge of environmental management is still limited (Jabbour, 2011).

Prior literature on recruitment and selection found their significant influence over the employees in Kenya research institutions and studies evidencing the HRM practices role in achieving high personnel quality are on the rise. Selection has also been shown to be a main HRM practice that can affect the level of employee performance. Kepha, Mukulu and Watitu (2014) and Manzoor et al. (2019) supported a high significant relationship between employee recruitment and selection, and performance.

### **2.3.3 Green Environment Training**

This factor is described as the relevant activities conducted for the fulfillment of environmental responsibilities to ensure that employees' awareness of the need for environmental control, of the ability to adapt and change and of the development of a pro-active attitude towards environmental issues are fulfilled to achieve environmental objectives (Jirawuttinunt&Limsuwan, 2019).

The provision of environmental training to develop employees' capacity could lead to enhanced skills, motivation, retention and job-related outcomes, and eventually firm productivity and profitability (Annachiara et al., 2018; Wagner, 2013). Employees have to fully aware of sustainability and its potential to lead to green efficient activities like e-filing, car pooling, job-sharing, teleconferencing and virtual interviews, recycling telecommunication technologies, online training, optimal use of energy-efficient office spaces among others (Deshwal, 2015; Mandip, 2012; Rawashdeh, 2018). Firms can enhance their efficiency using performance management practices as this allows them to use their resources in an optimal way – in a way that resources wastage is reduced, energy, water and raw materials are conserved 0 and to reduce their costs of operations (Mandip, 2012; Emmanuel et al., 2020; Rawashdeh, 2018). Employees can be urged to commit to enhancing the ecological footprint of the organization through green compensation and rewards, and this eventually will enhance the methods and procedures used for the facilitation of enhanced firm quality and growth (Deshwal, 2015).

In fact, the first areas focused on by HRM when there is need for organizational change is training (Jackson et al., 2011). Workforce training has been recognized long before as a crucial element in the promotion and implementation of environmental management practices within the organization (Teixeira et al., 2016). Green training or environmental training equips the employees with the knowledge required concerning environmental policy, practices and attitudes (Jabbour et al., 2010, p.1057).



Furthermore, from the HR practices, green training stands out as the most effective in supporting environmental management and in playing a key role in environmental awareness promotion among employees and the first step to environmental strategies implementation (Unnikrishnan&Hegde, 2007). Additionally, green training may lead to enhanced environmental performance among employees and this may cover environmental legal issues, use instructions when it comes to new devices and the established codes of conduct (Muster & Schrader, 2011). According to Sammalisto and Brorson (2008), green training has two objectives to achieve; 1) teaching employees the environmental policy and the daily procedures of the company, and 2) bringing changes to the attitudes of the employees and to contribute to their environmental awareness. Some countries are quite well aware of green training.

### **2.3.4 Green Performance Evaluation**

Green performance evaluation of employees takes the form of a significant successful GHRM function for sustainability environmental performance of the firm (Arulrajah et al., 2015). In relation to this, performance assessments are basically conducted to administer salaries, identify strengths and weaknesses of employees and provide them feedback on their performance to enhance the competence of operations and corporate growth, and to support transformational processes and performance. Therefore, lack of formal performance assessment process weakens the discipline of the organization and the ability of the employees to improve. Assessment programs thus have to be developed in a way that it is appropriate to leverage the talents and efforts of employees (Mathis & Jackson, 2011).

Viewed from the green perspective, green performance assessment is defined as the appraisal and registration of the environmental performance of employees throughout their tenure in the organizations, and feedback concerning their performance so as to steer them away from negative attitudes and towards positive behavior (Jabbour et al., 2010, p.1057). In some companies, employees' environmental goals are established and they are evaluated based on their environmental management contributions as one criterion of the performance assessment initiative.

These companies tend to be those that are certified with ISO 14001 (Jabbour, 2011). According to Jackson et al. (2011), effective performance assessment provides invaluable feedback for employees to support their ongoing improvement in achieving the environmental goals of the firm. Performance assessment has a significant role in environmental management, particularly in the presence of annual goals for preventing pollution and environmental development (Jabbour et al., 2010).

### **2.3.5 Green Rewards**

In green human resource management (GHRM), rewards and compensations can be described as the potential tools that support environmental relevant activities.

Provision of rewards can attract, retain and motivate effective and efficient employees, while at the same time develop new knowledge, abilities and actions for goals achievement (Jerez-Gomez, Cespedes-Lorente& Valle-Cabrera, 2007). These are power tools that can build a bridge

between organizational interests and those of the employees, directing the latter's attention to the top aspects of work and encouraging their best to tackle every task they pursue (Jackson et al., 2011). Specifically, Jabbour et al. (2010, p.1058) referred to green rewards as the implementation of financial and non-financial rewards system for employees with the potential to add value to environmental management. Reward systems have been developed in majority of organizations to provide employees the incentive to work towards better environmental performance. Monetary as well as non-monetary rewards can work as effective tools to support the achievement of activities related to environmental management (Jackson et al., 2011).

### **Knowledge Sharing and Sustainable Performance**

Employees of an organization can learn from their experiences as well as from those of others owing to the interaction among them and such, knowledge of a worker can be shared with others using feedback, assistance, explanation or advice (Hutzschenreuter&Horstkotte, 2010). Knowledge exchange among workers unites knowledge sources and consolidates them into a new structure or routine of knowledge (Minguela-Rata, Lopez-Sanchez & Rodriguez-Benavides, 2010). Knowledge can be divided into explicit and tacit knowledge and thereby their sharing refers to explicit knowledge sharing and tacit knowledge sharing. The former type of sharing involves the distribution of information from different sources to others to contribute to their efficiency and effectiveness (Van den Hooff& De Ridder, 2004), while the latter is the stimulation of dialogue among the members of the organization to share their experience and think as a whole, thereby allowing individual opinions to play an indecisive role (Matthew & Sternberg, 2009). Consequently, both types of knowledge sharing practices are directed towards the improvement of the knowledge, skills and experience, ideas and attitudes of the recipients of knowledge. Moreover, those who are knowledge contributions can provide deeper insight into the extant knowledge, explicit or tacit, on the basis of discussion and feedback (D'Eredita&Barreto, 2006). Hence, quick response can be expected from employees as the environment requires, and the cost of problem-solving can be reduced (Sher & Lee, 2004).

Based on the above, organizational knowledge sharing can form the core of organizational learning and bring invaluable advantages to the organization (van Woerkom& Sanders, 2010). Knowledge sharing practices have been evidenced to positively affect organizational human capital (i.e., employees' competencies), and in turn, enhance the performance of the organization (Hsu, 2008). Knowledge sharing and learning behaviors encourage optimum performance through the enhancement of business processes, product, services and firm offerings (Law & Ngai, 2008). In the context of Xi'an, China, Du, Ai and Ren (2007) examined the quantitative relationship between knowledge sharing and firm performance using a survey. The authors considered contextual factors and revealed that knowledge sharing dimensions play different roles in directing performance. Despite the fact that empirical evidence between knowledge sharing and firm performance have been investigated in literature, only a few authors dedicated their work to certain explicit and tacit knowledge sharing practices effects on the firm performance (operational and financial).

More importantly, knowledge sharing is a domain with multiple facets, with knowledge constituting added value for an organization a required resource for organizational development

(Jeon, Kim & Koh, 2011). Additionally, knowledge sharing has a significant connection with the knowledge absorption and integration (Nooteboom et al., 2007) and generous knowledge sharing brings about enhanced resource intensity appropriation (Chiu, Hsu & Wang, 2006). Majority of firms therefore, have acknowledged the key role of knowledge as a resource used to achieve performance sustainability in all industries (Choi, Kang & Lee, 2008).

Majority of firms are also aware that the possibility of obtaining and maintaining sustainable advantage lies in the creation and application of intellectual know-how. In this regard, Ishak, Eze and Ling (2010) explained that the implementation of a culture advocating influential knowledge management development and implementation is the only way to achieving optimum performance consistently. Furthermore, the distinct knowledge sharing model that stems from an integrated approach can facilitate potential competitive advantage sources and support sustainable performance (Hoopes & Postrel, 1999). Similarly, according to the Theory of Human Capital, employees' knowledge, skills, ability and other characteristics significantly influence the sustainability of the organization (Cabrera & Cabrera, 2005; Delery & Roumpi, 2017).

### 3. CONCLUSION

This review of relevant studies on green HRM practices leads to the conclusion that through the understanding and increment of scope and depth of such practices, organizations can enhance their environmental performance in a sustainable manner. Green HRM is a relatively novel and infant concept but organizations have to realize the importance of the practices so that they can match their strategic goals with environmental-friendly practices in HR.

Green HR practices varying from green analysis and job description, recruitment and selection, green environmental training, to evaluation of green performance and green rewards play a key contribution to the achievement of sustainable organizational performance. In other words, it is impossible for organizations to achieve such performance without adopting appropriate green HRM practices.

On the whole, the review provides deeper insight in to the key direct and indirect role of knowledge sharing in sustainable performance. The study concludes that effective knowledge sharing enables managers to boost employees' skills and hence, achieve overall sustainable performance.

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