



# The Role of GHRM Practices Towards Sustainable Procurement Behaviour A Conceptual Framework

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**Abstract.** This research investigates sustainable procurement behaviour according to standpoint of green human resource management relationships. Surveyed of the past studies on inter-organizational interconnections and supported by Ability-Motivation-Opportunity Framework, a conceptual framework is offered, as well as theoretical reasoning leading to assertions. Taking into consideration the most common practices of green human resource management, green human resource management are conceptualized as in four practices: (1) Green Training; (2) Green Performance Management; (3) Green Employment Involvement; and (4) Green Management of Organizational Culture. The conceptual framework's theoretical and managerial ramifications are also addressed.

**Keywords:** sustainable procurement behaviour · green human resource management · green training · green performance management · green employment involvement · green management of organizational culture

## 1 Introduction

Due to the sheer increasing participation of organisations in non-financial obligations such as environmental liabilities and sustainability objectives, sustainable procurement has been a major source of concern. Sustainable procurement helps to build a more robust, healthier, and just society by operating inside the safe operating region defined by the planet's limits, and promoting greater stewardship (Walker et al., 2007). Furthermore, adopting sustainable procurement procedures improves adherence, cost savings, and a more productive workforce, as well as organisational accountability and sustainability (Mcmurray et al., 2014).

Although much study focus has been compensated on drivers and key impediments to sustainable procurement (Ali, Xiaoling, Ali, Sherwani, & Muneeb, 2019; Bag, 2017; Wei, Chiang, Kou, & Lee, 2017), the behaviour of the procurement officers merits extra research interest. Sustainable procurement is complicated, and the motives and demands of acquiring sustainable products and services differ from those of conventional procurement; hence, the behaviour challenges confronting procurement officers are distinct. Purchasing executives are tasked with sourcing the greatest sustainable quality commodities while keeping prices as low as feasible.

Sustainable procurement behaviour be defined as actions by the procurer to incorporate (environmental) sustainable procurement into the procurement process can (Grandia, 2015). Successful implementation of sustainable procurement depends on behavioural aspects (Nadeem, Mohamad, & Nik Abdullah, 2017). Therefore, it is essential to look into factors that influence sustainable procurement behaviour.

The previous study has only looked at a subset of antecedents of sustainable procurement behaviour by procurement officers. For instance, research has focused on: (a) subjective norms and perceived behaviour control (Yang, Su, Wang, & Hua, 2019) (b) procurement process (Welz & Stuermer, 2021), and (c) personal values (Nadeem, Abdullah, Azeem, Qureshi, & Saqib, 2016), and (c) organizational characteristics such as leadership, procedural justice (Grandia, Steijn, & Kuipers, 2015).

Moreover, growing green issues awareness has also driven human resources in embracing the green aspect of HRM, commonly known as green human resource management (GHRM). The goal of GHRM is to improve an organization's environmental performance through increasing employee participation and environmental commitment (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Due to a wide range of associated challenges and topics, GHRM takes a multidisciplinary approach that includes theories and methodologies from management, sociology, economics, and psychology (Ren, Tang, & E. Jackson, 2018). In essence, anything relating to understanding, adoption, and implementation of human resource practises that influence sustainability falls under the broad umbrella of GHRM studies. (Benevene & Buonomo, 2020).

Green Human Resource Management influences elements of sustainable procurement behaviour, on the other hand, there has been a little emphasis on this topic in the literature (Jabbour et al., 2016; Waqas, Yahya, Ahmed, Rasool, & Hongbo, 2021; Zaid, Jaaron, & Talib Bon, 2018).

Sustainable procurement behaviour is considered critical employee behaviour within the GHRM framework for enhancing environmental performance (Tang, Chen, Jiang, Paillé, & Jia, 2018). However, despite rising scholarly interest in linking GHRM with employee workplace green behaviour like PEBs (Saeed et al., 2019), this relationship has thus far not been sufficiently examined.

GHRM study opens up new avenues for the study of sustainability and HRM (Jia, Liu, Chin, & Hu, 2018). GHRM, which primarily focuses on parts of HRM practises related to environmental preservation and the environmental implications of organizations, is a direct connection with both green procurement strategy and employees' environmental responsibility (Bos-Nehles, Renkema, & Janssen, 2017).

GHRM parameters can be categorised as ability-boosting, motivation-boosting, or opportunity-boosting GHRM activities, according to the AMO framework (Jia et al., 2018). Furthermore, GHRM practises are divided into three categories: building green employee competencies, inspiring green employees, and giving green opportunities (Renwick et al., 2013a). All play an important role in generating employees' sustainable behaviour (Bos-Nehles et al., 2017).

Addressing the organizational level antecedents of sustainable procurement behaviour such as GHRM is critical in procurement officers because the role of individual behaviour against corporate shifts in sustainable development has affected the

environmental management attitude and sustainable procurement behaviour (Grandia, 2016; Nadeem et al., 2017).

With a focus on GHRM and sustainable procurement behaviour relationships, this study addresses one key question: Do GHRM-related factors positively influence sustainable procurement behaviour among procurement officers?

Analysed based on the literature and supported by Ability-Motivation-Opportunity Framework, a conceptual framework is offered, as well as theoretical reasoning leading to assertions. Taking everything into account, the most common practices, GHRM is conceptualized as four components: (1) Green Training; (2) Green Performance Management; (3) Green Employment Involvement; and (4) Green Management of Organizational Culture.

This paper contributes to the literature and makes a few theoretical breakthroughs in sustainable procurement behaviour. For starters, it provides a comprehensive perspective of sustainable procurement behaviour based on GHRM practices. Moreover, it analyses sustainable procurement behaviour in the context of organizational-individual interactions, which will assist both upper management and procurement officers in improved understanding of the circumstances that their connections generate. Finally, it also adds to the GHRM-sustainable procurement behaviour relationship literature by emphasizing the sustainable procurement behaviour and the behavioural repercussions of various GHRM relationship configurations. The parts that follow begin with a theoretical, followed by an explanation of propositions development with the proposed methodology. The last segment discusses theoretical and managerial consequences.

The primary goal of this research is to discover how GHRM-related factors shape the sustainable procurement behaviour of Malaysian public procurement officers. The AMO model has been widely utilised to comprehend individual variances in performance in an organizational context (Boxall et al., 2009; Waldman et al., 1989). Therefore, AMO Framework is relevant in explaining specific why procurement officers adopt sustainable procurement behaviours (Grandia et al., 2019). In line with this, we posit that GHRM-related factors influence sustainable procurement behaviour among procurement officers.

## 2 Theoretical Background

The AMO paradigm has received considerable research attention in the field of Human Resource Management (HRM) in the last two decades (Marin-Garcia & Tomas, 2016). The AMO model offers a useful framework for studying how certain HRM practices can impact performance outcomes (Lee, 2016) in this case, sustainable procurement behaviour. As noted above, given the importance of cultural and human intentions and behavioural factors, focusing on the AMO paradigm seems logical.

AMO Framework has been used in sustainable studies to prove the engagement in behaviours that benefit the environmental side of organisation (Singh et al., 2020; Russell et al., 2018). Procurement officers' capacity, the incentive to acquire in a sustainably manner, as well as the opportunity of procuring in a sustainably way, all affect the adoption of sustainable public procurement (Grandia et al., 2019).

Scholars have explored GHRM in numerous areas via the prism of the AMO Framework (i.e., Pinzone et al., 2016; Yu et al., 2020). For instance, GHRM practises and the

health care industry's collective organisational citizenship behaviour toward the environment was investigated (Pinzone et al., 2016). Pham et al. (2019) investigated the association between green training, green employee involvement, green performance management, and organizational citizenship behaviours for the environment in the hospitality industry.

### 3 Propositions Development

Based on the foregoing, we propose that GHRM-related factors impact sustainable procurement behaviour. Individuals are supposed to participate differently based on their ability, motivation, and opportunity, according to this argument. The link between behaviour and individual ability and skills is rightly emphasised in the AMO Framework. This idea has evolved into an acceptable way of explaining how human resource policies affect performance. The relevance of GHRM practices and the implications on sustainable procurement behaviour is discussed in the sections that follow.

#### 3.1 Green Human Resource Management

GRHM strategies provide organisations a practical way to produce human capital that may improve the firm's environmental performance and long-term development (Jaramillo, Lía, & Mendoza, 2018; Shen, Dumont, & Deng, 2018). Building an employee's green competencies such as ecological knowledge and socio-economic behaviour (Subramanian, Abdulrahman, Wu, & Nath, 2016) entails that through human resource operations, healthy environmental thinking is introduced into the organisation such as training (Pellegrini et al., 2018). Employees who have been taught are kept motivated by performance measurement and employee engagement in activities aimed at improving environmental performance through green management of organisational culture (Attaianese, 2012; Renwick et al. 2013b). Kim et al., (2019) study on 138 employees at green hotels in Vietnam revealed a statistically significant relationship between GHRM on employee environmental stewardship ( $R^2 = .545$ ). On the other hand, Luu (2019) study on 100 employees from tour operators in Vietnam established the significant links between green human resource practises and both collective and individual performance.

##### 3.1.1 Green Training

Green training aims to develop an environmental community and enhance environmental conservation practises and environmental awareness professionals, which can acquire and minimise waste (Pham et al., 2019). According to the AMO framework, employees tend to be more productive when they are receiving the appropriate abilities, motivation, and organisational opportunities. Green training is a way for improving one's abilities in this context (Renwick et al., 2013a). This raises employees' green awareness, knowledge, and abilities, hence supporting several ways to lessen environmental consequences (Siyambalapitiya et al., 2018).

Although that the evidence indicates a beneficial association between green training and employee environmental behaviour (Pham et al., 2019; Yuriev et al., 2018), conception and proof of what processes green training affects the SPB is still in the early stages. An empirical study by Kusi et al., (2021), green training showed a significant positive association with organizational citizenship behaviours for the environment ( $\beta = 0.12$ ,  $p < 0.05$ ). The outcome corresponds to the substantial findings from the previous research on hotel employees in Vietnam by Pham et al., (2019) showed that green training has been shown to have a large and beneficial impact on corporate environmental citizenship behaviours ( $\beta = 0.248$ ,  $p < 0.05$ ). As a result, we propose:

P1: Green training positively influences procurement officers' sustainable procurement behaviour.

### 3.1.2 Green Performance Management

Green performance management is another function of GHRM (Jabbour et al., 2010). Green performance management is one of the GHRM-related variables that encourage workers to attain organisational objectives (Haddock-Millar et al., 2016). Therefore, contemporary organisations today have created environmentally friendly standards along with green information systems to assess their employees' environmental efficiency and green performance (Pham et al., 2019). Employee commitment to enhanced environmental performance is assessed through performance management programmes, which steer employees' performance to achieve optimum environmental performance (Russell et al., 2018).

Leaders and managers must utilize corporate strategy ways to connect people and promote engagement in environmental stewardship (Russell et al., 2018). Therefore, unambiguous green performance measures in performance management systems are essential. Evaluating management's environmental achievements highlights their engagement in resource stewardship, which may result in their being held more responsible for environmental management achievement. Managers must be held responsible for environmental management performance, and green targets must be established (Saeed et al., 2019). An investigation led by Saeed et al., (2019) on workers working in the pharmaceutical sector in Pakistan discovered a favourable association between the management of green performance and pro-environmental behaviour ( $\beta = 0.22$ ,  $p < .01$ ). Similar results were also found in Anwar et al., (2020) quantitative study on 112 academic staff research found that green employee participation practises were positively connected to organisational environmental citizenship behaviours ( $\beta = 0.206$ ,  $p < 0.01$ ).

P2: Green performance management positively influences procurement officers' sustainable procurement behaviour.

### 3.1.3 Green Employment Involvement

Green employment involvement refers to an employee who can help in the growth of the organisation (Arulrajah et al., 2016). Green opportunity by staff engagement permits employees to participate in, develop, and act on environmental concerns (Masri et al., 2017). It also helps them achieve the sustainability goals of the company and builds effective environmental management programs (Pham et al., 2019). Employee

engagement in green possibilities enables workers to engage in and provide new concepts for environmental practises (Masri et al., 2017).

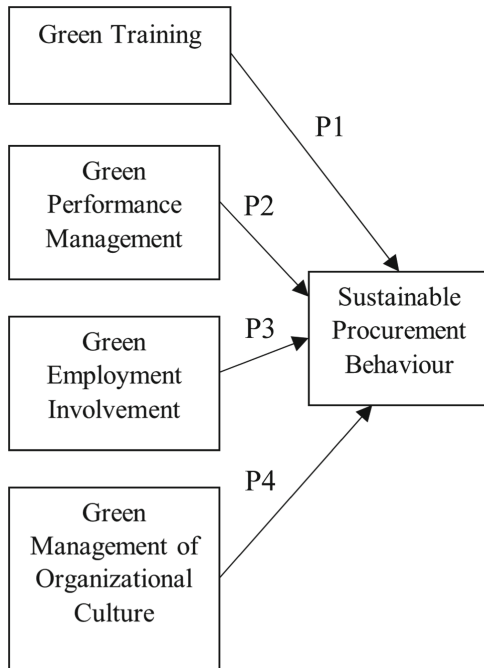
Past research has emphasised the importance of employee active participation in green management (Boiral et al., 2019; Pinzone et al., 2016).

P3: Green employment involvement positively influences procurement officers’ sustainable procurement behaviour.

**3.1.4 Green Management of Organizational Culture**

Organizational culture is a crucial variable that greatly affects the likelihood of the implementation of new processes or innovations such as sustainable procurement. Therefore, green organisational culture is described as the values, attitudes, and actions of an organization’s members respecting the natural environment (Roscoe, 2019). It can be seen as a strategic advantage that enables organisations to convert their sustainable constructive initiatives into improved results (Pellegrini et al., 2018). Masri et al. (2017) discovered that green management of corporate culture boosted employee engagement and environmental awareness. ( $\rho = 0.605$ ).

P4: Green management of organisational culture positively influences procurement officers’ sustainable procurement behaviour (Fig. 1).



**Fig. 1.** Conceptual Framework on GHRM practices and Sustainable Procurement Behaviour

## 4 Proposed Methodology

To carry out analysis scientifically and validly, this study adopted a positivism philosophy that employs the scientific methodology of sociological research. On top of that, because of the nature of this study, a quantitative approach will be used and a cross-sectional has been selected as the most suitable study approach to deal efficiently with the issues.

This study used two stages of multistage cluster random sampling methods for data collection. We used cluster sampling since it also covers large geographical regions where aggregated units are chosen at random and, samples are then taken from the aggregated units or clusters sampled. The information will be gathered from government procurement officers throughout Malaysia.

To evaluate the propositions associations, the approach of partial least square structural equation modelling will be used to examine the data.

**Acknowledgments.** The research, on which this paper is based, was financially assisted by the Government of Malaysia under the Hadiah Latihan Persekutuan, Public Service Department.

**Authors' Contributions.** This study adds to the existing literature on sustainable procurement by using the AMO Framework to present a conceptual model that explains the GHRM-related variables of sustainable procurement behaviour among government procurement officers. In short, the current study places individuals in the context of their participation in sustainable procurement operations. We proposed the GHRM-related factors that could shape procurement officers' behaviour towards sustainable procurement. As a response, our work emphasises the need for more research into the effects of GHRM-related factors on human behaviour toward sustainable procurement (Benevene & Buonomo, 2020).

The projected outcomes of this study will contribute to government programmes aimed at fostering sustainable procurement behaviour among government procurement officials, providing insights into policy formation for long-term development and economic growth. The findings will help improve Malaysians' quality of life by identifying the aspects critical to a sustainable environment.

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