



## Green Work Engagement: A Literature Review

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### Abstract

Green Work Engagement represents a concept denoting the extent of employee involvement and active participation in sustainable initiatives within their workplace. In this context, employee engagement encompasses a resolute commitment to advocate for sustainable practices to mitigate detrimental effects on the environment, society, and various societal facets. The primary objectives of Green Work Engagement encompass: (1) identifying influential factors contributing to employee participation in sustainable practices, encompassing intrinsic and extrinsic motivation, organizational dedication, participation in decision-making, and supportive work environment elements; (2) analyzing the degree of employee engagement in sustainable practices and its correlation with organizational performance, including aspects such as productivity, efficiency, and innovation; (3) assessing the ramifications of employee participation in sustainable practices on their satisfaction and well-being, encompassing job satisfaction, talent retention, and burnout rates; and (4) elucidating the implications of Green Work Engagement on environmental continuity, comprising the reduction of adverse environmental impacts, enhancement of sustainability policies, and elevation of the company's reputation concerning sustainability matters. The research methodology employed in this article is a literature review. Notably, Green Work Engagement or engagement focused on environmentally friendly practices, significantly and positively influences employee performance within an eco-conscious context. Given this, it is advised that company management intensify efforts to enhance Green Work Engagement by fostering a greater understanding among employees about the company's commitment to environmental consciousness.

**Keywords** *Green Work Engagement, Literature Review*

### INTRODUCTION

The study of the interplay between environmental quality and its effects on human well-being has garnered substantial attention recently. Businesses and organizations are increasingly directing their focus towards sustainable practices, recognizing their significance not only for gaining a competitive edge but also for enhancing their reputation in the context of today's heightened awareness about the environmental and social consequences of their operations (Paillé et al., 2014; Tang et al., 2018).

Companies are showing a growing interest in sustainability practices in the contemporary era, where concerns regarding the ecological and societal impacts of business endeavours are rising. Among these, a pivotal facet is green work engagement, which pertains to the extent of employee involvement in promoting sustainability initiatives and practices within the workplace. This literature review explores the correlation between a sustainable work environment and the efficacy of employee engagement. Additionally, it aims to uncover the advantages that organizations and individuals can reap by adopting green work engagement strategies.

Green work engagement transcends being a mere catchphrase or a campaign slogan; rather, it is a strategic approach that promises enduring advantages for corporations and society. Sustainable undertakings include curtailing carbon emissions, adopting renewable energy sources, optimizing waste management, procuring eco-friendly raw materials, and championing social causes and local communities.

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The concept of Green Work Engagement refers to the active participation of employees in sustainable initiatives within the workplace. This dimension of employee engagement entails a dedicated commitment to endorsing sustainable practices that mitigate detrimental impacts on the environment, society, and other societal facets.

Drawing parallels to the adverse effects of workaholism (excessive and imbalanced work habits) on workers' health and performance, research has highlighted the drawbacks of excessive work engagement without accounting for a personal life balance. Therefore, in green work engagement, it becomes imperative to strike a harmonious equilibrium between work engagement and involvement in sustainable practices to yield positive outcomes for employees and the organization (Shimazu, 2010).

The implications of delving into this subject matter are substantial, as it has the potential to yield noteworthy advantages for individuals, organizations, and society as a whole. Green Work Engagement notably benefits organizations by fostering enhanced performance. Bakker et al.'s (2019) investigations reveal a positive correlation between employee engagement in sustainable practices and heightened organizational performance. Encouraging active employee participation in sustainable efforts via Green Work Engagement can effectively bolster overall productivity and efficiency. Moreover, Demerouti et al. (2018) posit that employee involvement in sustainability initiatives correlates with increased work satisfaction and heightened well-being. This approach engenders a more positive work environment, wherein employees perceive their roles as meaningful contributors to effecting positive change for the environment and society. The exploration of Green Work Engagement sheds light on how integrating employees into sustainable practices can substantially benefit organizations and society.

## **LITERATURE REVIEW**

The research conducted on Green Work Engagement aims to achieve the following objectives: (1) Ascertain the elements influencing employee participation in sustainable endeavours, encompassing intrinsic and extrinsic motivations, organizational dedication, involvement in decision-making processes, and supportive work environment. (2) Examine the extent of employee engagement in sustainable activities and its correlation with organizational effectiveness, encompassing productivity, operational efficiency, and innovation. (3) Assess the consequences of employee involvement in sustainable practices on their contentment and overall well-being, encompassing dimensions like job satisfaction, the retention of valuable talents, and the prevalence of burnout. (4) Elucidate the implications of Green Work Engagement concerning ecological sustainability, including mitigating adverse effects on the environment, enhancing sustainable policies, and fortifying corporate reputation in sustainability initiatives.

## **Green Work Engagement**

The involvement in work activities, known as work engagement, can mirror the perceptible commitment of employees. It also fosters enthusiastic and interactive encouragement that stimulates multiple aspects within an individual to engage in diverse tasks (Schaufeli, 2002). Active participation in work entails a positive and fulfilling psychological state characterized by enthusiasm, resilience, and comprehension. Enthusiasm refers to a robust fervour when working for a particular company or at a specific job site. It also embodies employees' vigour to their tasks and the fortitude they exhibit in overcoming workplace challenges. Conversely, commitment signifies the profound sense of dedication that an individual experiences in their work environment.

Commitment is intertwined with workplace emotional solidarity, passion, and pride (Saks, 2006). Employees' emotional, cognitive, and physical engagement with their work indicates their

engagement. In the context of green work engagement, this can be defined as "the enthusiasm exerted by employees in tasks related to environmentally conscious work."

Work engagement can be defined as a positive and fulfilling mental state associated with work, characterized by vigour, dedication, and absorption (Schaufeli et al., 2002). Vigour is manifested through elevated energy levels and mental resilience during work tasks. Dedication entails strong immersion in one's work, with a sense of significance, enthusiasm, and challenge. On the other hand, absorption involves complete focus and deep involvement in work, causing time to pass quickly and making it challenging to detach from work (Schaufeli & Bakker, 2004).

Employees displaying high work engagement possess elevated energy and enthusiasm toward their tasks. Furthermore, they exhibit a strong involvement in their work, resulting in a swift passage of time. Work engagement reflects employees' cognitive commitment, emotional engagement, and motivating behaviours to enhance overall role performance (Saratun, 2016). Some researchers view work engagement as a positive psychological state (Schaufeli et al., 2002), defining it as "a positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption."

Dedication implies a willingness to face challenges and is accompanied by pride, passion, and support within the work environment. Temporary absorption refers to complete focus and profound engagement in work, making time appear fleeting and creating difficulties in disengaging from work (Schaufeli et al., 2002). Employee connection to their job is assessed through emotional, cognitive, and physical facets, which collectively indicate engagement.

Research by Wollard and Shuck (2011) identified 42 antecedent factors influencing work engagement through structured reference reviews. Among these, 21 factors relate to individual attributes (e.g., optimism and self-worth), and 21 factors pertain to organizational aspects (e.g., feedback culture and organizational support). Additionally, Bakker and Demerouti (2008) proposed the job demands-resources (JD-R) model of work engagement, which encompasses job resources (e.g., autonomy and performance feedback) and personal resources (e.g., self-efficacy and optimism) as antecedent factors, leading to enhanced performance. Organizations can employ these factors to foster and sustain employee engagement, resulting in a more dynamic and productive work environment.

Engagement signifies employee connection to their work in cognitive, emotional, and physical dimensions. From this standpoint,

Green Work Engagement (GWE) can be defined as the energy exerted by employees in tasks related to promoting an environmentally friendly work environment, with a commitment to operating in an eco-friendly manner and an attachment to a green work environment (Aboramadan, 2020).

In simpler terms, GWE signifies the extent of employee involvement in tasks that support and contribute to a sustainable work environment. It encompasses both cognitive and emotional dedication to environmental preservation efforts, along with a high level of concentration and seriousness in tasks associated with maintaining an eco-friendly environment. GWE is a critical indicator of the extent to which employees actively participate in promoting a green work environment.

According to Shuck et al. (2013), employees displaying high levels of engagement exhibit characteristics such as intense mental and physical investment in tasks, highly valuing their jobs and assignments, and forming emotional connections with their work. Engagement here pertains to psychological attributes, including cognition, emotion, and behaviour, including motivation in task execution. Notably, engagement differs from job satisfaction and organizational commitment.

In line with company performance, a robust connection between employees and their companies yields enhanced company performance. This aligns with Schieman's assertion (2011)

that engagement is linked to various positive business outcomes, including increased perseverance, heightened performance efficiency, elevated quality standards, and decreased employee turnover. Companies are thus encouraged to cultivate a two-way relationship with their employees, as such an approach fosters optimal performance in pursuit of organizational progress.

### RESEARCH METHOD

This article employs the literature review methodology, as it centres on an integrative literature review, which stands as a unique research approach capable of generating novel insights on emerging subjects (Torraco, 2005). Furthermore, as Chermack and Passmore (2005) noted, this method is pivotal in comprehensively synthesizing existing literature pertinent to a particular phenomenon. Torraco (2005) elaborates that an integrative literature review encompasses the identification of appropriate subject areas for examination, justification of the aptness of literature review as the chosen method, the procurement and compilation of pertinent literature, evaluation and analysis of the gathered literature, and ultimately, the synthesis of a fresh comprehension of the subject or matter through the amalgamation of existing literature.

### FINDINGS AND DISCUSSION

The result can be seen in the following Table:

**Table 1.** List of Selected References Based on Green Work Engagement

Author	Variable	Results
Atif Ali Gill, Shehzad Farrokh, Muhammad Usman Haider, Rabia Zubair	Green Human Resource Management, Green Performance, Green Work Engagement	The management's emphasis on green initiatives significantly influences the environmentally friendly performance of employees.
Indira Puspa Gustiah, Mafizatun Nurhayati	Green Transformational Leadership, Green Work Engagement, Green Employee Performance.	Evidence supports the positive and notable impact of Green Work Engagement on employee performance, particularly in terms of ecological mindfulness.
Mohammed Aboramadan	Green human resources management, Green work engagement, Green innovative work behavior.	Green Human Resource Management (GHRM) plays a substantial role in predicting environmentally responsible behavior at work, encompassing both task-related and extra-task behaviors.
Richa Chaudhary	Green Human Resource Management and Employee Green Behavior	The pivotal role of Human Resource Management (HRM) is underscored in ensuring environmental sustainability and underscores the

		necessity to imbue sustainability dimensions within HR systems to achieve sustainable development objectives.
Sarah Naderi Koupaei, Osman M. Karatepe, and Hamed Rezapouraghdam	Green Human Resource Management, Green Work Engagement and Green Work Outcomes	Structural equation modeling analysis reveals that Green Work Engagement partially mediates the impact of managerial commitment to environmental responsibility on eco-friendly performance recovery and task-related pro-environmental behavior.
Schaufeli, WB, & Bakker, A.B	Work engagement, measurement	Concurrent confirmatory factor analysis in both samples reaffirms the original three-factor structure of the MBI-GS (consisting of fatigue, cynicism, and professional efficacy) and validates the hypothesized three-factor engagement structure (comprising enthusiasm, dedication, and absorption).
Tuna Karatepe, Ali Ozturen, Osman M. Karatepe, M. Mithat Uner, Taegoo Terry Kim	Ecological Environment, Green Work Engagement And Green Work Outcomes	Green Work Engagement (GWEN) emerges as a mediator in the relationship between management commitment to the ecological environment (MCEE) and green creativity, task-related pro-environmental behavior (PEB), as well as proactive PEB. Drawing from theories of social exchange, signaling, job resource-demand, and attitude, these findings underscore the interplay between these variables.

## CONCLUSIONS

Green work engagement is characterized as a favourable and content emotional state linked to work, marked by enthusiasm, commitment, and involvement (Schaufeli et al., 2010). This involvement reflects the degree to which employees are emotionally, cognitively, and physically

attached to their job responsibilities. With this perspective, green work engagement can be defined as the exertion of employee energy in tasks aligned with environmentally conscious endeavours, a proactive commitment to eco-friendly practices, and the level of participation in environmentally supportive tasks (Aboramadan, 2020).

Employee engagement yields numerous advantageous outcomes for organizations, including decreased turnover rates, lower absenteeism, heightened employee retention, bolstered loyalty, elevated satisfaction, and augmented quality measures, productivity, profitability, and customer contentment (Schaufeli et al., 2002).

The influence of green work engagement on employee performance, particularly regarding ecological consciousness, is undeniably affirmative and substantial. Consequently, organizational management should enhance green work engagement by providing employees with comprehensive insights into the company's environmental ethos.

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