



GREEN HUMAN RESOURCES MANAGEMENT: LINKING AND USING GREEN PRACTICES FOR SUSTAINABLE BUSINESS ORGANIZATIONS

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ABSTRACT

Green human resource management (HRM) is an emerging topic in today's society. The earth's natural resources are coming under increasing pressure and resulting in over-consumption, which is leading to an alarming situation for the environment and business. As a result, it is increasingly necessary for business organizations to implement formal environmental initiatives. Green HRM is an emerging concept that gives meaning to HRM activities that enhance positive environmental outcomes. The purpose of this paper is to study the concept of Green HRM in more comprehensive manner. Research objective: to explore most relevant green human resource management practices of business organizations. Research methods: This study is totally based on secondary data collected from different sources - Books, Journals, Research Papers and other. Results: This paper has analyzed the literature on Green HRM practices from the existing literature of HR theory and practice. The key findings have identified and highlighted several green HRM practices such as green recruitment, selection, hiring; learning, training and development; performance management and appraisals; total reward system and other practices. Finally, the paper proposes some research agenda for the future research.

Key words: Green organizations, Sustainable development, Green human resource management, Green HRM practice

INTRODUCTION

Green human resource management (HRM) is an emerging topic in today's society. The earth's natural resources are coming under increasing pressure, resulting in over-consumption, which is leading to an alarming situation for the environment. This disproportionate exploitation of natural resources has also affected flora and fauna, resulting in the reduction of forest animals, the disruption of food chains and the destruction of ecosystems. As a result of this and the growing global concern for the environment, environmentalists started to discuss ecological

problems on a global level by involving business organization in their production processes. Thus, it is increasingly necessary for them to implement formal environmental initiatives.

Traditionally, business organization only followed green initiatives if were imposed by law or government. They have never been concerned about the environment, but in recent years they have had to change their strategy, not only because of increasing legislation and government proposals, but also because of customer demand for such measures. Green initiatives address to the use and application of products, processes and systems to sustain the environment; for example, these processes may include the emergence of new energy resources to meet society's needs, the development of new ideas and innovative

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strategies to help reduce the cause of environmental degradation (1).

To solve the current situation, it is understood that organizations need to implement a green corporate strategy, programme or event in various units of an organization, such as human resources, marketing, finance, research and development, etc. But within all these units, the fastest growing one is green human resources. As already mentioned, green HRM is an emerging concept that gives meaning to HRM activities that enhance positive environmental outcomes (2, 3).

In order to address the development and promotion of new environmental innovations, business organization must raise the environmental awareness of employees through an efficient workplace from all possible points of view. Thus, business organization try to adapt themselves to make their employees feel that they are in a pleasant environment with remuneration and rewards, both monetary and non-monetary, to motivate employees. In this way, they will gradually get their employees to adopt environmental practices, and a training and development programme.

1. Research objectives

The purpose of this paper is to explore the Green HRM policies and practices of business organizations based on the existing literature, in particular:

- to study the concept of Green HRM in more comprehensive manner;
- to identify the basic and specific HRM functions linked with "green" way;
- to explore most relevant Green Human Resource Management Practices in business organizations.

2. Research methods

This study is based upon the secondary data collected from different sources related with concepts, policies and practices of GHRM. It's a totally qualitative research based on the extensive analysis of existing relevant literatures. Literature review related to the topic from different Books, Journals, Research Papers and other. There is a systematic review of collected literature done in detail.

THEORETICAL RESEARCH

In the beginning of paper can be note that a present deep theoretical analysis shows various authors who have many descriptive characteristics for the term "green" in HRM field. In general, the use of human resource management policies to promote sustainable use of resources in business organizations and thus, promote the causes of environmental sustainability. The main purpose of "green" is to use products, methods and practices that would not adversely affect the environment by polluting or depleting natural resources (2, 3). Another important goal is to develop environmental sensitivity in employees and inform them how their own behavior can affect the environment. Here it is a question of motivation and to make a person feel proud of participating in green practices and initiatives.

1. What is Green HRM?

The increasing role of sustainable development of business organizations, and especially its ecological aspect like a modern business organizations' competitive advantage, leads to the popularization of the issue of incorporating ecological practices in the field of human resource policy, called „Green Human Resource Management“.

About the meaning of Green HRM

The term "green" has become the buzz word within the HR business field. Thus, the green human resources support the creation of a green workforce in business organizations that understands, evaluates and practices environmental initiatives. And green human resource management is now charged with driving these strategies and making them as efficient as possible (2).

Some definitions of Green HRM

Many researchers have variously defined what now we think of as green HRM. Currently, the theory of green HRM is promoting greater concern among business organizations, both within the private and public sector, which seeks to lighten the role of green HRM activities. This commitment to green practices will help to reduce environmentally degrading activities and to safeguard the environment for our present and future generation.

In general, green HRM is defined as “the process of making employees green with the use of green HR policies and practices, and this is for the benefit of the individual, society, community and for the whole planet” (3). According to Margaretha and Saragih “this integrates environmentally friendly HRM initiatives and practices for the sustainable use of resources, resulting in increased efficiency, reduced waste and improved work attitude” (4).

Thus, it can be stated that green human resource management (GHRM) is a systematic, planned alignment of typical human resource management practices with the organization's environmental goals (5). Also it can be understood like a set of policies, practices and systems that encourage green behavior of a business organizations' employees in order to create an environmentally sensitive, resource efficient and socially responsible workplace and overall organization.

Important goals of Green HRM

Green human resource management is paramount to achieving broader goals such as cost savings, corporate social responsibility, acquisitions, talent management and gaining a competitive advantage. Here are some of the more important goals of this specific type HRM (2-5):

- To create awareness of current environmental issues that are happening around the world - through newsletters or briefings with environmental organizations from time to time;
- To integrate a proposal scheme in the organization, in which every employee from the highest to the lowest level has the opportunity to contribute to the system. This goal will help to raise awareness of environmental issues, and new ideas for environmental practices will emerge from various sources.
- To train more employees on the methods of work that allow to reduce waste, save energy and resources (recycling, turning off the lights or turning off computers);
- To train more operational staff and business decision makers on the value chain processes of business organizations that allow to reduce waste, save energy and resources - such as applying the circular economy to waste or rethinking energy sources;

- To encourage workers to find opportunities in their work to help their companies become more sustainable;

- To create teamwork which is essential to achieving goals. When it comes to success, highly effective teams are crucial to any organization. Teams benefit because they are made up of people who think differently but work towards a common goal. These ideas are then analyzed, as a result of which the best of them are selected;

- To establish friendly relations between employers and staff. Relationships facilitate employee motivation and morale, as well as increase productivity. In fact, positive relationships with employees are an intangible and lasting asset and a source of competitive advantage for any organization. If you want your employees to share their ideas, they need to have a clear idea of what's going on in the business organization. Being aware of the company is something that workers feel is an integral part of it. Open communication creates an opportunity to contribute to and influence decisions that affect their professional lives.

In general, it is good to insist on a greater environmental attitude of the company's workforce, as it is desired to act consciously today and be alert to opportunities to become more sustainable in the future.

2. The link of main HRM Practices and green environmental management of business organizations: Green HRM

Some scientists and practitioners have linked HRM with environmental management, naming it “green human resource management” or “environmental human resource management” (2). Finally, GHRM defined as the HRM aspects of environmental management. For example, Dechant and Altman studied the importance of employee perceptions of a company's environmental performance (6). The authors pointed out that employee perception is vital, as employees are willing to work for a company only when they feel that it brings them a profile of value.

Fernandez et al. recognize that “*effective implementation of green practices requires environmental awareness*” and process knowledge on the part of employees, and this is

achieved by integrating green practices with training and development (7). Thus, GHRM practices are the actual human resource programs, processes and techniques that actually get implemented in the organization or business unit.

Green recruitment, selection and hiring

Attracting high-quality employees is a key challenge for human resources in the "talent war". Good selection and hiring helps the organization attract more value-added workers. We can't just hire everyone if we want the right people for the job. Organizations do their best to hire exceptional people because they bring her more success. That's why hiring the right people is the secret to maintaining a strategic advantage. In green recruitment, job screening procedures generally focus on environmental aspects, such as the roles and responsibilities of environmental reporting and the identification and influence of candidates with environmentally related experience. These practices ensure that successful candidates possess personality and attitudinal attributes that avoid waste and show creativity and innovative ideas in relation to the environment (8).

Several different recruitment methods are commonly used to find the best candidates in today's global world. To see how well they are doing, more and more organizations are actively monitoring their data sources for recruitment. Intelligence tests, personality examinations, structured interviews, task tests and performance reviews are widely used selection methods. In addition to the specific competency requirements for the vacant position, green literacy and conduct requirements are also announced when selecting new employees. Applications are submitted online to save resources and time, and the job interview includes questions on green literacy and behavior. Business organizations that adhere to green human resource management prefer those candidates who have had specific environmental initiatives in their professional biographies and have participated in similar projects.

The green employers include green job descriptions, eco-friendly locations, paper less interviews, and such other practices in their

recruitment portfolio. In addition, the new recruits made aware with the environmental policies and allegiance of the company at the commencement of the job itself. Research addressing these questions will help the new recruits to carry on with the green policies as well as cooperate with the management in establishing green policies to achieve the goals of the company.

Ultimately, hiring a "green" workforce that understands, practices, and improves environmental policies helps organizations feel comfortable and proud of the impact their offices and other facilities have.

Green learning, training and development

Learning has already become a way of creativity, faster development and maintaining a strategic advantage. Employers focus on skill-specific types of training. The purpose of any training is to educate employees about regulatory and technical work standards, and to develop new skills to meet those standards. Initially, as green training becomes more popular among companies, they are likely to adopt different training approaches, creating a set of circumstances for research to evaluate the appeal and success of the variety of approaches. Some studies confirm that in order to manage effective green training, it is crucial to promote green training in an organization, as training is about educating and raising employees' awareness of various environmental issues and developing new skills to deal with these issues (9).

Green human resources management includes the practice of introductory training according to the company's green standards - values, rules, requirements, responsibilities, sanctions and rewards. Trainings are regularly held in various programs for learning green culture and green skills through seminars, presentations, case studies and online courses. Organizations need to train their employees in best business practices related to environmental initiatives. In addition, employees involved in sustainable training and education must be able to educate customers about the benefits of being more environmentally friendly and buying green products.

As a component of green HRM, any training and development practices should focus on

developing employees' skills, knowledge and attitudes about environmental conversation and environmental management initiatives.

Green performance management and appraisals

Generally, performance management is the process by which employees are encouraged to improve their professional skills, which help to better achieve organizational goals and objectives. Recognition of corporate strategy ends with performance management. It's also being influenced by the green wave in a possible positive manner. Green performance management consists of issues related to environmental concerns and policies of the company. It also concentrates on use of environmental responsibilities. Today some business organizations deal with the issue of performance management by installing corporate-wide environmental performance standards, and Green information systems/audits to gain useful data on environmental performance (10).

The most important aspect of performance management is performance appraisal. The appraisal includes indicators for evaluating green behavior - compliance with standards, progress in the acquisition of green skills, initiatives and innovations. In addition to meeting the criteria of reliability, validity and fairness, effective performance appraisal provides useful feedback to employees and helps to continuously improve the company's environmental performance. The Human Resources Department should modify the performance appraisal system to include dimensions for appraising people in the following behavioral and technical competencies: teamwork, collaboration, diversity, innovation, and environmental management. Such competencies would strengthen the company's core green values. Managers should discuss employee performance and provide the necessary feedback not only during the planned evaluation time, but throughout the year. This practice will help employees increase their green knowledge, skills and abilities

Green total reward systems

Remuneration and compensation are the main HRM processes through which employees are

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rewarded for their results. These HRM practices are the most powerful method that connects the interests of the individual with those of the organization. Incentives and rewards can maximize the attention of employees at work and motivate them to make maximum efforts to achieve organizational goals. According to a study by Forman and Jorgensen on the importance of employee participation in environmental programs, it is observed that employee engagement in environmental management programs increases when they are offered compensation for environmental responsibilities. Respectively, there are three different types of remuneration (11): Monetary rewards - in the form of salary increase, cash incentives and bonuses; Non-monetary rewards - creative leave, special leave, discounts or gifts for employees; Recognition-based rewards - highlighting the environmental contribution of employees through wide publicity, public praise and evaluation of sustainability efforts by senior management.

Another proven practice is that a positive employee-employer relationship facilitates productivity and involves *empowerment*, *participation* and *engagement* activities. It promotes improvements by aligning employees' goals, capabilities, motivations and perceptions with business practices and management systems. Individual empowerment positively influences productivity and performance, and facilitates self-monitoring, individual thinking and problem-solving skills. *Teamwork* is also essential for the successful implementation of environmental management initiatives to demonstrate the value of HR which can use teams to promote environmental management, especially when environmental issues are group-oriented (12).

Finally, the HR practices, such as green recruitment, selection, hiring, training, development, performance management and appraisal, total reward systems, and others, as mentioned above, also address the safety, security, accountability and more sustainability of environmental management in the business field.

CONCLUSION

The increase attention to environmental issues has stimulated a growing number of organizations to adopt green practices into their business. An extensive number of studies have been carried out and acknowledged the importance of HRM in organizations. However, studies on integration of environmental perspective in HRM – green HRM have been scarce. Thus, this research can be concluded by rooting its importance in the adoption of green practices in business organizations that can lead to better performance, improved organizational culture, cost reduction, efficient utilization and improved company goodwill.

The findings that can be drawn from this paper could potentially enrich the understanding of the organizational drivers that activate companies' awareness of the importance of people's behavior, and offers a new perspective by highlighting environmental issues. It can be assume that as a process, green human resource management helps to achieve higher productivity with minimum expenditure. It helps eliminate green waste and makes the best use of refurbished HR assets, equipment and techniques. It aims to increase employee engagement in a working environment that enables the business organization to operate in an environmentally friendly way.

In conclusion, it can be stated that this paper is an attempt to present the linking and using of Green HRM Practices. The author truly believe that GHRM is great way to implement the good eco ideas and incentives, and so to make business future better.

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