

GREEN HUMAN RESOURCE MANAGEMENT (GHRM) AND ENVIRONMENTAL SUSTAINABILITY

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ABSTRACT

Purpose- The main purpose of this study is to understand the effect of green human resource management practices on environmental sustainability. Companies that have responsibility about environmental issues want to reach green goals. Therefore, green movement in human resources policies as recruitment, selection, training and development, performance evaluation can improve environmental performance of the organization.

Methodology- In this study, we make theoretical suggestions for further studies to understand green human resources practices and its role in environmental sustainability.

Findings- Organizational culture, structure and strategy should be shaped to enhance sustainable development in the organization. By this way, organization would be more engaged in social and environmental responsibilities by their organization' adaptation to green human resources practices.

Conclusion- These implications are valuable to understand the human side of environmental management and its contribution to sustainable human resource management. Green human resources management (GHRM) which also develops corporate reputation can foster employees' involvement in environmental practices and make them motivated in green activities.

Keywords: Green human resource management, green involvement, green training and development, environmental sustainability

JEL Codes: M1, M10, M14

1. INTRODUCTION

Human resource management functions, systems and practices are source of competitive advantage by managing sustainability initiatives and creating sustainability culture (Sroufe et al., 2010). Organizations can reach environmental goals and strategies incorporating job positions, recruitment, selection, training, performance evaluations, organizational culture, teamwork and organizational learning to environmental issues (Jose Jabbour, 2011). Green human resource management (GHRM) attracts attention from academicians and practitioners all over the world. It refers to practices in organizations to promote environmental performance by developing human capital and focusing on human side of environmental management (Roscoe et al. 2019).

The contributions of this paper are: first, to understand which human resource management functions are discussed in green human resource management, second try to integrate green human resource management and environmental sustainability as a subject research.

2. LITERATURE REVIEW

One of the first study that was related to human resource management and environmental management was introduced by Wehrmeyer (1996) in the book "Greening People". Main purpose of this book is to examine the role of human resource management at the core of environmental practice in an organization. Therefore, it is assumed that greening of companies is crucial for all parts of environmentally-sustainable economy (Jabbour and de Sousa Jabbour, 2016). In this book, Milliman and Clair (1996) propose an examination of the role of HRM in environmental management. They built a "Model of Environmental HRM practices" involving four fundamental steps: environmental vision for shaping strategy, training to understand the firm's environmental vision with their goals and strategy. Third, an appropriate evaluation system based on these goals. Four, reward programs (Paille et al., 2014). Then, Renwick, Redman, and Maguire (2008) categorized green human resource management practices starting with the employees' entry to employees'exit from the organization. Renwick, Redman,

and Maguire (2013) made a review to examine three components of green human resource management: developing green abilities, motivating green employees and providing green opportunities. Green recruitment and selection has been an important dimension in green human resource management practices. Recruiting provides increasing the quantity of candidates, selection function reduces this quantity by selecting the best-fit candidates (Jabbour, Santos and Nagano, 2008). Potential employees' green awareness, green employer branding and green criterias are three subdimensions of green recruitment and selection (Tang et al., 2018). Performance management, pay and reward systems are important components of motivating green employees. Managers should set green goals on achieving green outcomes, green benefits and monetary-based environmental management system should be organized. And lastly, to provide green opportunities for employees, organizations should make investments on employee involvement, empowerment and engagement, supportive climate and culture, industrial relations (Renwick, Redman, and Maguire, 2013)

In the study of Yong, Yusliza and Fawehinmi (2019), they made a systematic review about green human resource management. Green human capital, top management support and environmental orientation, green employee empowerment, organizational culture and teamwork, senior management environmental-related attitudes are determined as drivers of green human resource management. Among these antecedents, top management support can seem as a success factor for human side of environmental management. Support can carry out by promoting employee empowerment, affecting organizational culture, providing training and increasing communication throughout the organization (Daily and Huang, 2001). On the other hand, the outcomes of green human resource management are employees' voluntary green behavior, corporate responsibility activities, sustainable company development, environmental performance, environmental orientation, employees' organizational commitment, employees' eco-friendly behaviour, employees' life style, employees' job performance, non-green employee workplace outcomes (i.e. employee task performance, organizational citizenship behaviour towards the organization (OCBO) and intention to quit.

We proposed that green human resource management can be an important determinant for environmental sustainability of companies. Human resource management practices play an essential role to achieve and sustain environmental performance of companies by promoting green human resource functions as recruiting, training, appraisal and creating green corporate culture (Roscoe et.al, 2019). Greening organizational culture can create many advantages about environmental benefits for the organizations as increasing environmental capabilities that are hard to imitate and replicate, facilitating sustainable competitive advantage, delivering environmental performance of organizations (Harris and Crane, 2002). Organizations should change their corporate culture by behaving in a sustainable manner.

3. DATA AND METHODOLOGY

This study is conceptual and theoretical to understand the link between green human resource management practices and environmental sustainability of organizations. Therefore systematically and extensively, literature about green human resource management was investigated and try to examine the relations between green human resource management and environmental sustainability.

4. FINDINGS

Human resource management practices aim to improve environmental performance plays a major role in "greening the organization (Bon, Zaid and Jaaron, 2018). Recent studies showed that green human resource management is necessary in environmental management (Tang et al., 2018). It should focus to encourage the sustainable use of business resources and promote the cause of environmentalism (Chaudhary, 2018). Success of environmental sustainability depends upon employees' pro environmental behaviors and their willingness to participate environmentally responsible organization (Saeed, et al., 2019). By this way, organizations may benefit from adopting environmental management activities (Mishra, 2017).

5. CONCLUSION

Top management support and role of human resource management are critical to enhance green movement in human side of the organizations. Also, green human resource management, green supply chain management, green social responsibility and green competitive advantage strategies should be integrated for green organization. Green human resources management (GHRM) can also develop employer branding and corporate reputation, by the way it can foster employees' involvement in environmental practices and make them motivated in green activities.

For further studies, empirical research models should be tested by analyzing green human resource practices such as environmental training, green recruitment, performance appraisal, employee involvement and compensation.

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