



Green Human Resource Management research in emergence: A review and future directions

Ajenthiny, A^a

^aPostgraduate student, Department of Human Resource Management, Faculty of Management and Finance, University of Colombo, Sri Lanka.

^aajantha.sellathampy@yahooo.com

Abstract

In the seventeen sustainable development goals of the United Nation more than four goals directly or indirectly connected with Human Resource management in which thirteenth goals is Climate Action. Green Human Resource Management (GHRM) practices play a significant role in Contributing to attain this goal. GHRM seen as the current research trend that plays an essential role in organizations' sustainable Development Strategy. The paper's main objective is 1) to bring to the fore The Concept of Green Human Resource Management.2) study Literature on Different Green practices in HRM .3) Selecting the practices that to future research. To achieve the above stated Objective, this paper employs a methodology to review the article from different research Papers in different journals and websites, Data bases, and books. Hence this paper becomes desk research. This provides insight into Existing GHRM practices by congregating available research studies. Sri Lanka's Organization also follows GHRM practices, even though based on the review of this research, there is a lack of studies identified in Sri Lanka. Especially how practically in each practice GHRM is applied.

Keywords: green human resource management, research trend and sustainable development goals

Introduction

Concern for environmental production policies is increasing (Jabbour, 2013). Therefore, organizations are now more responsible for sustainable outcomes in general and specifically for the environmental effects caused by their activities (Koberg & Longoni, 2019). The role of human resource management (HRM) Critical to enhancing sustainability in organizations and in this aspect, such elements are understood as green human resource Management (GHRM) (Renwick et al., 2013). According to Renwick et al. (2008) it has been specified that distinguished policies in the field of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered powerful tools for aligning employees with an organization's environmental strategy. According to Renwick et al., (2013). Three components of GHRM practices may be developed.



- 1) Developing green ability (recruitment and selection, training and development, job description);
- 2) Motivating green employees (performance management/appraisal; pay and reward system);
- 3) Providing green opportunities (employee involvement and empowerment, supportive climate/culture, unions role in EM, organizational learning)

Organizations are now more responsible for sustainable outcomes in general and specifically for the environmental effects caused by their activities. The role of human resource management (HRM) Critical to enhancing sustainability in organizations. Here the researcher try to identify the area in which green practices could be followed in HRM

Objectives of the study

- to bring to the fore The Concept of Green Human Resource Management.
- to study the literature on Different Green practices in HRM.

Literature Review

Mwita (2020) stated that Green HRM provides more advantages like attracting customers and shareholders while enhancing business performance. Krithika et al., (2019) studied that organizations worldwide are working on the road for the implementation of Green HRM practices to increase competitive advantages amongst the corporate world.

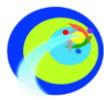
Review of Green Practices in Green Human Resource Management

Green job design and analysis

Prasad (2013) stated that each company's HR department can introduce green job descriptions for employees and top-level staff should be accountable for green initiatives and green goals. The corporate world. This study states that the complete implementation of Green HRM requires a transformed approach in the existing HR practices.

Green human resource planning

The corporate environmental management initiatives demand some new job positions and a specific set of skills. Green Human Resource Planning is about a forecasting number of employees and types of employees are required to implement Organization's environmental management activities (e.g., ISO 14001, ISO 1400, ISO 500001). due to that Green human resource planning



gets required. In addition, these companies meet the forecasted demand for environmental works by appointing consultants to perform environmental audits and sometimes outsourcing. Based on the previous literature, it did not specify the practices under the function of green human resource planning. Even, it is possible to identify certain green human resource planning practices (Opatha & Arulrajah et al., 2015).

Green recruitment and green selection

From previous research, it is clearly evident that the recruiting leverages of the organizations can be boosted when they are environment-friendly. According to Renwick et al., (2013) Green recruitment and selection process has two parts: (1) Employing eco-friendly ways for hiring such as online tools, limited paper usage at the time of recruitment and selection process; and (2) Measuring green attitudes at the time of selection, considering people who value green practices and follow basic environment-friendly activities such as recycling, less printing and conservation of energy. Those are some best green HRM practices that are listed out under Green recruitment and Selection.

Green induction

Organizations should ensure that recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organisation (Crosbie & Knight, 1995; North, 1997; Renwick et al., 2008 & 2013).

Green performance evaluation

Milliman and Clair (1996) state that when an Environment Management Information System has been developed, it is important that it is not just used for reporting purposes, but should also be integrated with managers' performance appraisals and employees. Incorporating corporate environmental management objectives and targets with the organization's performance evaluation system is a must for any organization nowadays. To sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) and environmental audits. Many organizations have established environmental management information systems (Wells et al., 1993).



Green training and development

Training is widely seen in the literature as a key GHRM intervention to heighten staff awareness of the environmental impact of their organization's activities. To equip staff with core skills, such as collecting relevant waste data (May & Flannery 1995). Well Trained and environmentally aware frontline employees are ideally placed to identify and reduce waste, as they are closest to it. Training in Green issues is widespread now in some countries.

Green reward management

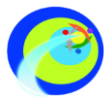
To motivate managers and non-managerial employees on corporate environmental management initiatives, green reward management has significant contributions. Organizations can practice it in two ways, such as financial and non-financial. In some companies' employees are financially (e.g., incentives, bonuses, cash) rewarded for their excellent environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their excellent environmental performance. (Crosbie & Knight, 1995) state that some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews.

Green health and safety management

The scope of the green human green health and safety management scope is broader than health and safety management. That is why nowadays, many organizations are redesigning posts of health and safety managers as health, safety and environmental manager. This post includes a broader job scope than the traditional post of health and safety manager in an organization. For example, it includes biodiversity protection and community support initiatives etc. The crucial role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a environmentally sensitive workplace, resource-efficient and socially responsible (SHRM, 2009).

Results and Discussions

Based on the review evidence, Green HRM has a huge position of scope and depth in goinggreening of HRM functions will reduce the organization's negative environmental impacts and improve the organization's positive environmental impacts. In improving organization's environmental performance, the people factor is one of the critical factors. To create, practice and maintain environmental related innovative behaviors of employees coupled with right attitude of greening, green HRM practices are critical.



Without proper green HRM practices, it is difficult to create and maintain sustainable environmental performance. Hence it is emphasized that GHRM practices have the capability of performing in a more environmentally friendly manner.

Conclusions and Recommendations

Green Human Resource Management plays an important role in environment-related issues. The present paper's foremost intention was to explore the impact of green concepts towards human resources management. The green HRM practices are more powerful tools in making organizations and their operations green. The GHRM practices identified in this section may have a role to play in improving the environmental performance and the organization's financial performance. Equally, the GHRM practices analyses here are likely to improve employee well-being in the workplace, not least through improving the working environment and satisfying the needs of an increasingly environmentally aware workforce. Based on the review of this research, it can be concluded that there is a lack of studies that have been identified in Sri Lanka, Specially how practically in each practice of GHRM is applied. This gap will stimulate the researchers to do the study on it.

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