GREEN HUMAN RESOURCE MANAGEMENT PRACTICES: AN EMPIRICAL APPROACH IN THE 21ST CENTURY

By
James Mark Ngari
Chandaria School of Business
Introduction

- Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business.

- The interest in environmentalism globally rose from specific treaties to combat climate change, e.g. Kyoto 1997, Bali 2007 and Copenhagen 2009 (Victor, 2001).

- In order to attain success within the corporate organizations and to facilitate attainment of business objectives such as profit by the shareholders, organizations have to lay a lot of emphasis on social and environmental factors along with economical and financial factors (Daily, Bishop, & Steiner, 2007).
The corporate world is a major stakeholder in the discussion about environmental issues and therefore conforms to be an important part of the solution to the environmental hazard.

In the business world, a big percentage of workforce feels strongly about the environment as employees today are more committed and satisfied with the organizations that take a proactive part in support of going green.

In the past there was a worldwide consensus that emerged around the need for proactive environmental management (González-Benito & González-Benito, 2006).
Green Human Resource management

- Green HRM is the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction Mampra (2013).

- Meaning the alignment of human resource practices such as recruitment and selection, training and development, performance measurement and rewards, to a company’s green management objectives (Jackson et al., 2011; Teixeira and Jabbour, 2013).

- It’s used to the contribution of people management practices towards wider corporate environmental agenda (Pillai and Sivathanu, 2014).

- There is a positive relationship between the GHRM practices and the ecological performance of the corporation’s (Daily, Bishop and Massoud, 2012).
Statement of the Problem

As per November 2016 the statistics of pollution in Kenya are alarming and the pollution index is at 70.28% (NUMBEO, November 2016).

This is an indication that the organizations that we are working with are directly or indirectly contributing to this pollution that cut across air, drinking water, dissatisfaction with garbage disposal, noise, dissatisfaction with green parks in the city as well as dissatisfaction to spend time in the city.

It is the mandate of human resource management being the custodian of all employees within the organization to initiate the best practices within the organization so that human capital is all inclusive.

Very few organizations have established green oriented practices for ensuring environmentally oriented workforce whose operations should be appraised and monitored by well-established performance management systems.
Objectives of the study

1) Infer the concept of Green Human Resource management

2) Analyse green human resource management practices that can be used in corporate organizations to build green workplace

3) Suggest green human resource management initiatives within corporate organization.
Concept of GHRM

- Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability (Marhatta & Adhikari, 2013).

- GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the Human Resource Management process of recruiting, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013).

- Policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha & Arulrajah, 2014).

- Daily and Huang (2001) proposed that organizations essentially need to balance the industrial growth as well as preservation of the environment because it has been confirmed that by supporting the green practices, companies may realize profit more than before (Murari & Bhandari, 2011).
Incorporating environmental objectives and strategies into the overall strategic goals of a company helps in arriving at an effective environmental Management System (Haden et al., 2009).

Several researchers support the HRM practices to be effective for promotion of human capital and results in providing to contributors of organizational performance and competitive advantage (Boselie, Paauwe, & Jansen, 2001).

**Green Human Resource Management Practices**

**GREEN RECRUITMENT**

- Green recruitment is the process of hiring individuals with knowledge, skills, approaches, and behaviors that identify with environmental management systems within an organization.
Therefore when employee are recruited within the organization they are required to embrace the green culture of the organization as one of their own values.

Firms are now beginning to recognize the fact that gaining reputation as a green employer is an effective way to attract new talent (Stringer, 2009).

German firms such as Siemens, Bayer and Mannesmann use environmental activities and a green image to attract high-quality staff.

The Rover Group carmaker, in Britain, makes environmental responsibilities and qualifications part of every job profile (Wehrmeyer,) Increasingly, green job descriptions with environmental aspects are now being included for employees within the recruitment agenda.
Green Performance Management

The corporate strategy culminates into the performance management. With the environmental management affecting global business strategy, Performance Management is also being influenced by the green wave in a possible positive manner.

GPM consists of issues related to environmental concerns and policies of the company. It also concentrates on use of environmental responsibilities.

Epstein and Roy (1997) concluded that when human resource managers integrate environmental performance into performance management systems they safeguard environment management against any damage.

Today some firms deal with the issue of PM by installing corporate-wide environmental performance standards, and Green information systems/audits to gain useful data on environmental performance (Marcus & Fremeth, 2009).

Effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm’s environmental outcomes (Jackson et al., 2011).
Green Training and Development

- Green training and development educate employees about the value of Environmental Management, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving (Zoogah, 2011).

- Green T&D activities make employees aware of different aspects and value of environment management.

- It helps them to embrace different methods of conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues.

- Liebowitz (2010), in his study on the role of HR in achieving a sustainability culture, suggests that the HR Department can offer leadership development workshops to help managers develop their soft, people skills, or behavioral competencies, in teamwork, diversity, managing change, and collaboration.

- Organizations should train their employees on best business practices enthused with green initiatives.

- Besides, sustainable training and education employees should also educate the customers regarding the advantages of becoming more earth-friendly and buying green products.
Green Reward and Compensation

- Rewards and compensation can be assumed as potential tools for supporting environmental activities in organizations. In accordance to a strategic approach for reward and management, modern organizations are developing reward systems to encourage eco-friendly initiatives embarked upon by their employees.

- A survey conducted in the UK by Chattered Institute of Personnel Development (CIPD) estimated that 8% of UK firms were rewarding green behaviors with various types of awards and/or financial incentives (Phillips, 2007), and these practices can be effective in motivating employees to generate eco-initiatives (Ramus, 2002).

- Forman and Jorgensen (2001) in their study assert the importance of employee participation in environmental programs, which was observed that employee commitment to environment management programs was increased when offered compensation to take up duties in relation to environmental responsibility.

- Employee compensation programs can be modified to give bonuses based in part on the employee’s appraisal ratings on the behavioral and technical competencies.

- Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution (Pillai & Sivathanu, 2014).
Green Employee Relations

- Employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arisen at workplace that may affect the work.

- Employee participation in Green initiatives increases the chances of better green management as it aligns employees’ goals, capabilities, motivations, and perceptions with green management practices and systems.

- Involving employees in Environment Management has been reported as improving Environment Management systems such as efficient resource usage (Florida & Davison, 2001); reducing waste (May & Flannery, 1995); and reducing pollution from workplaces (Kitazawa & Sarkis, 2000).

- Eco-friendly ideas should be welcomed from all employees irrespective of their designation which will encourage their interest in environmental issues and make best use of applying their skills.

- The achievement of green outcomes will largely depend on employees’ willingness to collaborate (Collier & Esteban, 2007).
Going Green Initiatives

- Organizations need to lay emphasis on how well they can use the various green human resource management practices to achieve sustainability in their businesses since operating in an environmentally friendly business atmosphere is key to these organizations.

- Some of the initiatives are:
  - Paperless office.
  - Conservation of energy.
  - Recycling of paper.
  - Use of technology.
Conclusion

- Validated relationship between employee’s motivation toward eco-initiatives through rewards, performance assessment and supervisory behavior and organizational environmental performance.

- Using employees working in environmental conscious companies, it is revealed that employees are more motivated towards environmental management through rewards and supervisor’s supportive behavior.

- Employees are motivated if management is also committed towards the implementation of environmental policies in the organization.

- Literature has shown that even if the employees are motivated towards organizational environmental performance, training would be required in order to implement those policies.

- Organizational environmental performance would not be achieved significantly, if employees are motivated towards environmental acts but have no knowledge about implementing Green Human Resource Management practices or organization doesn’t have environmental policies.
Thank you