Recognizing the Importance of Green Human resource management

* Nhatphaphat Juicharoen
** Waraporn Suksanchananun
*** Suradetch Wangthong

Abstract

        Green human resource management aims to determine employee perception behaviors to help organizations achieve environmentally-friendly goals. From the study of literature and research papers, it was found that green human resource management starts from Green Recruitment and Selection Process, Green Training and development, Green Performance Management, Green Reward Management, and Green Employee Relations. It will help employees to realize and recognize the importance of environmental friendliness in the organization.

Keywords**:** Recognizing, Human Resource, Green human resource management

Introduction

        The world has been threatened by global warming to the point of not being able to set itself up, and it is a major cause of the climate change. Thus, most international organizations have actively campaigned and focused on global warming, such as the IPCC: Intergovernmental Panel on Climate Change, UNFCCC: United Nations Framework Convention on Climate Change, COP: The Conference of the Parties and Kyoto Protocol (Department of Environment Quality Promotion, 2021). Therefore, it cannot be denied that it is a consequence of human action itself. When we begin to recognize and realize the arising problems, a Green Organization was more involved into business management to maintain the environment stability (V. UDHAYA GEETHA, 2020). Consequently, global warming has been reduced due to our cooperation regarding changing behaviors and being more environmentally friendly.

Recognizing and awareness of environmental friendliness, affects business organizations to modify and develop business process, operation process, and using environmentally friendly raw materials. Hence, business operators in Thailand start to concern about global warming problems and approach to solve such problems (The Stock Exchange of Thailand, 2021), for example, PTT BANPU and AMATA started to invent new procedures and production processes. However, what most organizations overlook in Green Human Resource Management (Green HRM) process is the use of human resource management policies to create environmentally friendly employee to understand and generate green culture within the organization starting from recruiting and selection process, training and developing process, employee incentives and retention (Tavakoli et al, 2018; Tang et al, 2018; Rajabpoor, 2017; Seyed Javadin et al, 2017; Mohammadnejad et al, 2017; Mishra, 2017; Masri & Jaroon, 2017).

        Since employees have a wide range of perceptions, learnings, emotions, and attitudes, the human resources management take the important part in achieving organizational objectives. Thus, to create environmentally friendly organization, the human resource department must change human resources management to be Green HRM by encouraging employees to change their concept or behaviors to aware that they are involved for saving the world to be a sustainable world for future generations. The model of Green HRM describes the process as shown in the following figure 1.

----

* Bachelor of Business Administration Program School of Management Science, Sukhothai Thammathirat Open University
** Bachelor of Business Administration Program School of Management Science, Sukhothai Thammathirat Open University
*** Bachelor of Business Administration Program School of Management Science, Sukhothai Thammathirat Open University

----
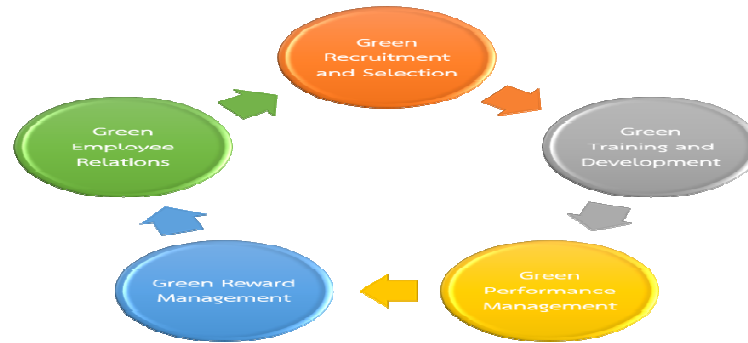
Figure 1. Model Green Human Resource Management

Green HRM Conceptual Framework

 Green HRM is a comprehensive measure in environmental management (Tang et al., 2018; Umrani et al., 2020). Chaudhary (2018) has adopted Green HRM approach to get a positive influence on the financial performance and organization presentation. Researchers believe that Green HRM encourages environmentally behavior among employees. Whilst Dumont et al. (2017) and Cherian and

Jacob (2012) focus on creating knowledge, beliefs, awareness, and attitude that support the environment effectively. Renwick et. al. (2016) and Luu (2018) applied Green HRM in their organizations activities such as recruiting, training, and performance evaluation; it plays as a fundamental role to drive effective green activities among employees.

 Many scholars have given more definitions about "Green Human Resource Management" as follows:

 Opatha & Pavitra (2021), Green HRM is a business development activity aims to encourage employees to behave in a green manner.

 Tang et al. (2018), Green HRM is an organization development activity contributes recognition faithfulness among employees through environmental friendliness.

 Seved Javadin (2017), Green HRM is sustainable investment and development guidance, focuses on human capital and environmental management plans. Therefore, organizations will receive both economic and environmental objectives.

 Renwick et al. (2016), Green HRM is a credibility of organization and drives employees present a greater willingness to stay in the organization.

 Admad (2015), Green HRM is an awareness creating, information communication, and building interactions between employees, focuses on setting green policy that are environmentally friendly for employees to comply with.

 In summarize, Green HRM is an important mission focuses on the implementation of human resource management policies starting from green recruiting and selection, green training and development, green performance evaluation, green incentives, and green relation to encourage employees' environmental friendliness recognition and awareness in their operations.

Green Recruitment and Selection

 Green Recruitment and Selection is an environmentally friendly recruiting and selection process. Due to organization's environment management system, they can determine hiring process to get employees with knowledge, skills, and effective performance and behaviors. Ullah (2017) stated that focusing on new employees to familiarize themselves with the organization's environmental culture and to maintain environmental values creates effective environmental management recruitment and selection practices. Therefore, there are various procedures in this process to reduce global warming via paperless recruiting or selection. For example, posting job recruiting online through organization's website or Facebook page along with information that shows applicants that the organization cares about the awareness of environmentally friendly policies. Using e-mail to communicate with applicants and employees within the organization, generate a resume system for job applicants according to organization's desires for further consideration. The written test or interview can be used in the recruitment process via online such as Google Meet, Microsoft Team, and Zoom by observing the

----

applicants' behavior to demonstrate their knowledge and understanding of organization environmental friendliness in addition to their specialization.

Green Recruiting and Selection is an important function The Green HRM practice is to present organization environmentally friendly image (Jackson, et al., 2011; Ahmad, 2015) and to attract applicants to understand and aware of that (Tang, 2018).

Thus, as companies or organizations capable to create values and environmental attitudes towards applicants (Jackson et. al., 2012), both executives and employees will have same perspectives and values. Finally, employees will be proud to work with a company along a good reputation for environmental protection (Tang, 2018), (Mandip, 2012), and (DON-BARIDAM Letam & 2DIRI, Terry Victor, 2021).

Green Training and Development

Green Training and Development focuses on developing skills, knowledge, and attitudes for both new and present employees to avoid declination of their knowledge, skills, and environmental attitudes. For example, organize the orientation by generating an understanding of organizational culture for both new and present employees, constructing environmentally friendly behaviors, embed global warming reduction information along with practical action by energy-efficient, reducing waste, reducing paper or other materials which affect the environment in the organization, and provide opportunities of employees to participate in proposing solutions on environmental problems and enhance their skills in managing environmental problems.

Using Green Training and Development along with building environmental culture, makes employees feel that they are part of reducing global warming, or part of organization's environmental friendliness objective. According to Roy and Therin (2018), driving employee environmental actions through environmentally friendly knowledge, as a result, employees can increase their knowledge and skills to protect the environment and develop the ability to manage the environmental problems. As suggested by Fermandez, Junquera and Ordiz (2018), and Renwick, Redman and Maguire (2018), the organization desires to encourage all employees to participate in environmental initiatives and integrate training program by linking it to the performance management system in the workplace.

Green Performance Management

After environmentally friendly training process by encouraging employees to aware of environmentally friendly, the organization has to evaluate employees' performance.

Green Performance Management is the most important aspect of employee evaluation process. Apart from credibility, accuracy, and fairness, which are the criteria of employee evaluation, effective performance assessment also exploits employees in environmental friendliness improvement (Jackson et al., 2016). Employee performance assessment represents environmentally friendly behaviors. Evaluation indicator defining should focus on environmental issues such as, environmental perception, environmental responsibility, environmental policy communication and application, and job descriptions represent environmental friendliness.

Therefore, the HR department should establish an employee performance assessment system which include behavior evaluation, teamwork performance, innovation ability, and internal environmental supervision in accordance with environmental friendliness. Such capabilities reinforce the core values of the organization (Liebowitz, 2010). Consequently, to indicate performance assessment indicators will be used as the basis for comprehensive performance appraisals and able to optimize each employee's performance to reach organization's expectation (Tapamoy, 2018; Odeyale, 2014).

Green Reward Management

Green Reward Management is a reward and compensation from employees' performance. The reward management convinces employees' interests of the organization and motivates them to work effectively to achieve the organization's goals. Although this reward increases environmentally friendly initiatives. However, it is also a challenging process because accurate and fair assessment of environmental is not easy to manage. By incorporating environmental awareness into rewarding program, managers can support environmentally friendly behaviors of employees in the organization. In addition, managers can also get environmentally friendly concepts that are relevant to their work from employees, to be considered and make the decision among committees. However, rewarding program can be modified to provide bonuses based on employees' assessment scores due to their behaviors and technical competences. Besides, employees are able to get additional bonuses based on outstanding achievements

----

such as, environmentally friendly award by giving workplace and lifestyle benefits, or giving free bicycles to allow them to be part of environmental friendliness in the organization.

According to Mandogo (2018), he found that some organizations praise their employees for their green practices by giving them tangible rewards for their environmentally friendliness activities (Dumont, Shen & Deng, 2017). As the organization rewards their employees due to environmentally friendly behavior, it will be upgrade to a green organization throughout the business and has a huge impact on enhancing the social image. Besides, employees also are encouraged to present a good image by word of mouth. In summary, these studies confirm that rewarding employees for environmentally friendly behaviors and achievements enabling the organization to upgrade to a green organization.

Green Employee Relations

Green Employee Relations building friendly relationships between employers and employees, it is good for employees' encouragement and motivation. Employees who harmonize with their organizations can generate business strength and reflect good feedbacks to both employees and customers, as a long-term quality employee relationship system cycle. Good relationship with employees on environmental friendliness is an effective organizational practice, for example, efficiency resources consumption, waste-reduced and pollution-reduce within the organization. As stated in Green Employee Relations Research (Oyedokum, 2019; Das and Singh, 2019), most employees are involved in environmental initiatives which supports their relationship and labor unions to focus on efficiency environmental management within workplace (Arulrajah et al., 2015). In addition, Chen et al. (2015) stated that managers should work along with all employees to energize their participation in green practices. In other words, fundamental environment changing ability in organizations can be done through the relationship of employees within the organization. Previous Green Employee Involvement Research by Arora and Kaul (2020) revealed that 85% of organizations offer employees an opportunity to participate in green initiatives. Same as Oyedokun (2019) and Jannal et al. (2021), also found that green employee participation affects organizational sustainability. Begum & Arshi (2020) also stated that green employee involvement significant influences on green outcomes at both individual and organizational levels. Therefore, this variable is an important and essential implement in achieving competitive advantage. International Business Machines Corporation (IBM) is an example of green employee involvement organization, they provide funding to inspire their employees and families to get involve in environmental projects (Aishwarya and Thahriani, 2020). In conclusion, encouraging employees to aware of environmental friendliness is an important role to HR. They allow their employees to come up with their own environmentally friendly plans and also develop themselves towards a positive and transparent workplace (Mukherjee et al., 2020).

Conclusion

Human resources are the most important assets of an organization that play an important part in the human resource management department. Encouraging employees to adopt Green HRM focusing on waste management, recycling. reducing carbon emissions and using and producing green products. As stated in above studies, most employees feel strongly about the environment and present commitment and job satisfaction with the organization and are more ready to be an "environmentally friendly". Therefore, to be environmentally friendly organizations, they have to encourage their employees which are the most important in this process to aware of the significant of green organization through green recruitment and selection process, green training development process, green performance management process, green reward management process, and green employee involvement process within their workplaces.

As employees recognize and aware of the importance and understanding of global warming, the benefits for organizations are 1) gaining business competitive opportunities due to products and services guarantee and standard; 2) get good image for the organization and stakeholders from value added; 3) gain acceptance from employees and be trusted from investors; 4) employees get more motivation and be happier at work due to good life quality, and they are proud of their green organizations and proud to be part of sustainable world saving.

Reference

Ahmad, S. (2015). Green Human Resource Management: Policies and practices, Cogent   Business   &
Management, 2(1), 1030817, DOI: 10.1080/23311975.2015.1030817.

Aishwarya, N., and Rishabh Thahriani. (2020). "HR Green Initiatives for Sustainable   Development."
Shanlax International Journal of Management, vol. 7, no. S1, 2020,   37–43.

Arora, M., and Kaul, A. (2020). Green Human Resource Management: An Empirical Study of   India.
Visegrad Journal on Bioeconomy and Sustainable Development, 9(2), 61-66.

Arulrajah, A. A., Opatha, H.H.D.N.P., and Nawaratne, N.N.J. (2015). Green human resource
    management practices: A review. Sri Lankan Journal of Human Resource   Management,   5(1),   1-
16. https://doi.org/10.4038/sljhrm.v5i1.5624

Begum, V., and Arshi, T. A. (2020). An Impact-Based Model of Green Human Resource Management   :
Evidence From UAE. Journal of Security & Sustainability Issues,   10(2), 573-594.

Chaudhary, R. (2018). Can green human resource management attract young talent? An   empirical
analysis. Evidence-based HRM, 6(3), 305-319.   https://doi.org/10.1108/EBHRM-11-2017-0058

Chen, Y., Tang, G., Jin, J., Li, J., and Paillé, P. (2015). Linking market orientation and   environmental
performance: The influence of environmental strategy, employee's   environmental involvement, and
environmental product quality. Journal of Business   Ethics, 127(2), 479-500.

Cherian and Jacob. (2012). A Study of Green HR Practices and Its Effective Implementation in   the
Organization: A Review. International Journal of Business and Management,   7(21),
DOI:10.5539/ijbm.v7n21p25

Das, S. C., and Singh, R. K. (2019). Demographic Responses to Green Employee Relations (GER)
    in Indian Railways: A Methodological Exploration. International Journal of Business   Ethics   in
Developing Economies, 8 (2), 1-9.

DON- BARIDAM Letam & 2DIRI, Terry Victor. (2021). Green Recruitment/Selection and Corporate
    Sustainability of Oil and Gas Producing Companies in Rivers State. International   Journal   of
Innovative Social Sciences & Humanities Research, 9(2), 105-117.

Dumont J, Shen J, Deng X. (2017). Effects of green HRM practices on employee workplace   green
behavior: The role of psychological green climate and employee green values.   Human   Resource
Management. 51(6), 613-627.

Fernandez E. Junquera B. and Ordiz M., (2018), Organizational culture and human
    resources in the environmental issue: A review of the literature. The International
    Journal of Human Resource Management, Vol. 14, No.4, pp. 634–656,
    doi:10.1080/0958519032000057628.

Jackson S. (2016). Human resource management and organizational effectiveness: Yesterday   and
today. Journal of Organizational Effectiveness: People and Performance. 6(2), 82-91.

Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). Stateof-the-art and
future directions for green human resource management:
    Introduction to the special issue.

Jackson, S. E., Ones, D., & Dilchert, S. (2012). Managing human resources for   environmental
sustainability. San Francisco, CA: Jossey-Bass.

Jamal, T., Zahid, M., Martins, J. M., Mata, M. N., Rahman, H. U., and Mata,   P.   N.   (2021).
    Perceived Green Human Resource Management Practices and Corporate   Sustainability:
Multigroup Analysis and Major Industries Perspectives. Sustainability,   13(6), 1-17.

Liebowitz, (2010). The Role of HR in Achieving a Sustainability Culture November. Journal of
    Sustainable Development, 3(4), DOI:10.5539/jsd.v3n4p50

Luu, T. T. (2018). Employees' green recovery performance: the roles of green HR practices   and
serving culture. J. Sustain. Tour, 26, 1308–1324. doi: 10.1080/09669582.2018.1443113.

Mandago, R. J. (2018). Influence of Green Reward and Compensation Practice on
    Environmental Sustainability in Selected Service Based State Corporations in Kenya.
European Journal of Business and Strategic Management, 3(6), 1–12
    European Journal of Business and Strategic Management, 3(6), 1–12.

Mandip G. (2012). Green HRM: People management commitment to environmental   sustainability.
Research Journal of International Science Congress Association. 1(3), 244-252.

Mishra, R. K., Sarkar, S., & Kiranmai, J. (2017). Green HRM: Innovative approach in Indian

----

   public Enterprises. World Review of Science. Technology and Sustainable   Development,   11(1), 26–42. https://doi.org/10.1504/WRSTSD.2014.06237

   11(1), 26–42. https://doi.org/10.1504/WRSTSD.2014.062374.

Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices   in Palestinian manufacturing context: An empirical study. Journal of cleaner   production,   143,   474-489

Mohammed, A., Patel, D., & Silver-Cummons, B. (2017). Enhancing Resident   Professionalism: Rewarding Citizenship Changes Behavior. In Journal Of General Internal Medicine, Vol. 32, S674-S675.

Mukherjee, S., Bhattacharjee, S., Paul, N., and Banerjee, U. (2020). Assessing green human   resource management practices in higher educational institute. TEST Engineering &   Management, 82, 221-240.

Odeyale, S. O. (2014). Performance appraisal for green/environmental friendli-ness of a   supply   chain department. Journal of Industrial Engineering and Management (JIEM), 7(5), 1316-1333.

Opatha & Pavitra. (2021). Green Human Resource Management: Simplified General   Reflections. International Business Research, Vol. 7, No. 8. Pp.101-112.

Oyedokun, O. O. (2019). Green human resource management practices and its effect on   the   sustainable competitive edge in the Nigerian manufacturing industry   (Dangote).   Master's   thesis,   Dublin Business School. Retrieved from   https://esource.dbs.ie/handle/10788/3829

Rajabpoor E., (2017), The Impact of Human Resources Management on the Development
   of Environmental Management, Journal of Research in Human resource   management,   Imam Husein University, Vol. 9, No. 1, pp. 51-73.

Renwick, D., Redman, T., and Maguire, S. (2016). Green Human Resource Management: A review, process model, and research agenda. University of Sheffield Management School Discussion Paper, 1, 1-46.

Renwick, D. W., Redman, T., and Maguire, S. (2018).   Green   Human   Resource   Management: A review and research agenda. International   Journal of Management Reviews, 15   (1), 1-35

Roy MJ, Therin F. (2018). Knowledge acquisition and environmental commitment in SMEs.   Corp. Soc. Responsib. Environ Manag. 15, 249–259.

Seyed Javadin R. Roshandel Arbatani T. and Nobari A., (2017), Green Human Resource
   Management "An Investment Approach and Sustainable Development", Journal of
   Investment Knowledge, Iranian Financial Engineering Association, Vol. 5, No. 20, pp.
   297-327.

Tang, G., Chen, Y., Jiang, Y., Paille, P., and Jia, J. (2018). Green human resource management   practices: scale development and validity. Asia Pac. J. Hum. Resour. 56, 31–55. doi: 10.1111/1744-7941.12147.

Tapamoy, D. (2018). Performance appraisal and management: Concepts, antecedents and   implications. training and green learning on the firm performance: conceptual paper.   International Journal of Applied Research, 1(12), 951-953.

Tavakoli A. Hashemi A. Sabet A. and Razeghi S., (2018). Presenting an Organizational
   Model of Green Human Resource Management based on Human Resources
   Management Systems, Journal of Research in Human resource management,   Vol.10, No.1, pp. 75-101

#####