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**INCORPORATING GREEN HUMAN RESOURCE MANAGEMENT INTO THE ORGANIZATIONS: A GUIDANCE FOR UNDERDEVELOPED ECONOMIES***Abstract:*

As the world clamors for environmental sustainability, organizations have been called upon to contribute their parts. Green human resource management, although an emerging field, has been introduced in different organizations which researchers have found to be effective in contributing to environmental sustainability. However, being an emerging (not sufficiently explored) field of study, it may be difficult for many organizations, especially from underdeveloped countries, to implement green HR strategies into their organizations. Therefore, the aim of this research is to provide a guidance, derived from the review of the existing literature, on how to effectively incorporate green behavior into the organizations, with emphasis on underdeveloped nations. The research focus includes the justification, analysis and presentation of stages through which green human resource management can be effectively incorporated and maintained in the organization. The stages are the recruitment and selection of green talents (green-oriented workers), green orientation program, green performance management, green motivation, green training and development and green retention. Practitioners, especially in underdeveloped countries, can benefit from the strategic ways through which green human resource management can be introduced into the organizations. Researchers and practitioners can also develop more understanding of different elements of GHRM and their potential impacts.

*Keywords:*

Environmental sustainability, green human resource management, underdeveloped countries, green recruitment and selection, green orientation, green performance management, green motivation, green training and development, green retention.

**INTRODUCTION**

Environmental challenges in the world is no more a news. Maybe it is global warming or environmental pollution, there impacts can be devastating, especially for developing and underdeveloped countries. Many opinions, research, activities and programs have been organized to solve human contributions to environmental problems. Significant focus has been on the negative contributions of organizations, especially industrial organizations, to environmental challenges. This is because industrial organizations production processes involve releasing significant carbon-dioxide to the air. Reducing and limiting environmental problems by industrial organizations can be achieved if employees are willing and able to engage in green activities. The willingness of workers to support environmental sustainability is not enough without an effective implementation of green activities into the organization. This makes green human resource management significant. Green human resource management (further – GHRM) is the process of ensuring that employees contribute to environmental sustainability by changing them from non-environmental background into environmental-minded employees [1]. It is the incorporation of environmental sustainability-oriented activities into the human resource management process. The aim of green GHRM is to develop a workforce that will see green activities as part of their daily tasks.

Although GHRM still requires more empirical research, evidence has shown that GHRM contributes to environmental sustainability. For instance, “GHRM practices were positively related to employees’ proenvironmental behavior” [2] which is expected to enhance organizations’ contributions to environmental sustainability. Also, a study conducted in Malaysia shows that both green recruitment and training are positively related to sustainability [3]. However, many of these studies show that underdeveloped countries have been largely left out [4], while developing countries have received significant focus [5]. It can be reasonably suggested that implementing GHRM into organizations, especially local industrial organizations, in underdeveloped countries can be challenging. The reasons may include lack of sufficient knowledge of GHRM by managers and employees in these countries, nonchalant attitudes of the organizations, amongst

others. Also, being an emerging (not sufficiently explored) field of study, it may be challenging to understand how GHRM works. This research will therefore provide a guidance, derived from the review of the existing literature and human resource management practices, on how to effectively incorporate green behavior into the organizations, with emphasis on underdeveloped countries. The research focus includes the justification, analysis and presentation of stages through which GHRM can be effectively incorporated and maintained in the organization. The stages are recruitment and selection of green talents (green-oriented workers), green orientation program, green performance management, green training and development, green motivation and green retention.

#### **METHOD**

The paper explores the existing literature and general human resource management practices to propose a guideline on implementing GHRM for underdeveloped countries. Knowledge of general human resource management and existing literature on GHRM are synthesized to develop the guideline.

#### **KEY ANALYSES**

**Green Human Resource Management (GHRM):** GHRM can be defined as the incorporation of environmental sustainability-oriented activities into the human resource management process. It is the process of ensuring that employees contribute to environmental sustainability by changing them from non-environmental background into environmental-minded employees [1]. Apparently, it is an emerging field but a field with prospects because of its envisaged contributions to environmental sustainability. This is because if organizations will yield to protecting the environment, humans (managers and employees) not machines will be the front runners [6].

**Green Recruitment and Selection:** Green recruitment and selection have to do with ensuring that workers that are employed into the organizations are environmentally-oriented. It is the incorporation of environmental sustainability-oriented activities into the recruitment and selection process. Evidence from Malaysia shows that green recruitment is positively related to sustainability [3].

**Green Orientation:** It is important to orientate employees adequately about their need to contribute to different green activities during their orientation period as new employees. Orientation may take different forms depending on the organizational type. It is an appropriate day to display the values of organizations regarding the environment.

**Green Performance Management:** This is the process of appraising [6] how well employees are performing towards safeguarding the environment, considering the provisions put on ground by the organization. It will help reveal the aspect that may be hindering employees' attitude towards the environment.

**Green Motivation:** Green motivation is the provisions made by organizations or inner drives that encourage employees towards participation in green activities. Green motivation is important, especially in underdeveloped countries. Workers in these countries are not always enjoying good jobs; hence, it will take extra effort to stimulate their interest towards protecting the environment.

**Green Training and Development:** This has to do with organizing special online and offline programs that focus on environmental protection techniques. It is a significant aspect that organizations can effectively explore to imbibe green behavior into their workers. A report shows that green training is positively related to sustainability [3].

**Green Retention:** Just like in normal human resource management practices, retaining environmental-friendly employees should be considered. This is also a good way to portray the environmental value of the organization. Retaining these employees will also improve the employer branding of an organization and motivate workers towards sustaining the environment.

**Environmental Sustainability:** Nowadays, sustaining the environment is one of the most discussed topics. This has influenced several disciplines to consider interdisciplinary studies, such as GHRM and green economy. Environmental sustainability is the protection of the environment despite taking advantages of its resources.

#### **PROBLEMS OF GHRM IMPLEMENTATION IN UNDERDEVELOPED COUNTRIES**

**Lack of Sufficient Knowledge:** The fact that underdeveloped countries have been largely left out in GHRM research [4] testifies to the lack of GHRM knowledge among its people. Underdeveloped countries suffer from many problems – economy, health, environment, illiteracy, amongst others. These people, mostly, just want to work and survive. Hence, other matters or knowledge may seem more important to them.

**Nonchalant Attitudes:** Even those with the knowledge may not see it as important. They are likely to prioritize other issue because of the series of problems they face. Little do they know that green human resource management comes with many benefits to them.

#### **DISCUSSION**

A key point to be derived from this table is that organizations in under developed countries should not be bothered by the burden of introducing green initiatives into their workers. Aligning green activities into the process of their regular activities will make the work seem easy and effective. The table shows that recruiting and selecting employees should be green initiated; then, appropriate orientation should be given to workers; next, performance measurement should be set for these workers; after, they should be motivated to improve or increase their green activities; after that, effective training programs should be organized for the employees to develop their green initiatives; and, the environmental-oriented workers should be retained. In addition, organizations should consider other aspects of their system that GHRM can fit it.

Summarily, the stages are not exclusive and rigid; hence, organizations in underdeveloped nations should adopt any flexibility and find appropriate methods to incorporate green behaviors into their workers.

#### **Implications:**

- The field of green human resource management needs more exploration, this study has contributed to the field.
- This study is expected to be presented in an international conference organized in Russia; therefore, widening its reach and also sparking its potential interest among recognized scholars.
- Practitioners, especially in underdeveloped countries, can benefit from the strategic ways through which green human resource management can be introduced into the organizations.
- Researchers and practitioners can also develop more understanding of different elements of GHRM and their potential impacts.

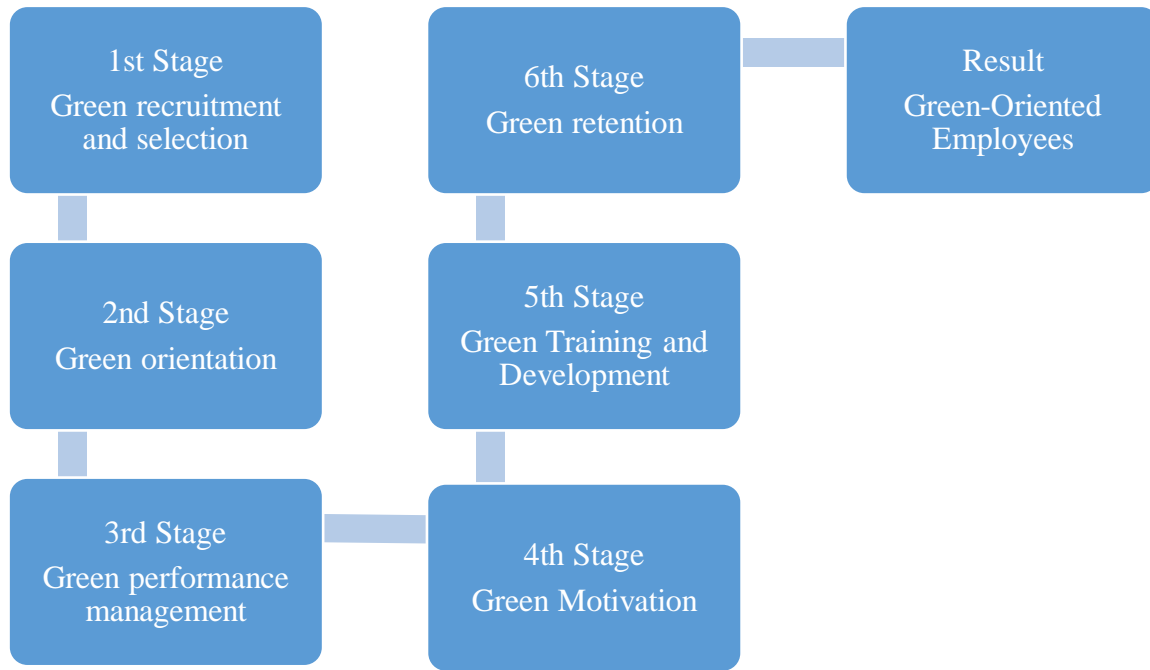


Figure 1 – Graphical representation of GHRM stages

Table 1 – THE GUIDELINE

1 <sup>st</sup> stage	2 <sup>nd</sup> stage	3 <sup>rd</sup> stage	4 <sup>th</sup> stage	5 <sup>th</sup> stage	6 <sup>th</sup> stage
Green recruitment and selection	Green orientation	Green performance management	Green motivation	Green training and development	Green retention
Recruitment advertisement should be green-oriented. Potential employees should know that a company does not want just workers but workers with green initiatives.	Orientation should be made to new employees not just on the importance of work but also on the importance of displaying green behavior.	Performance measurement should be set by organizations to measure the level of each employee's green activities. This can be done at the normal time for normal performance measurement of workers	Green motivation should be aligned with the regular motivational activities in the organization. For instance, at the time of choosing and rewarding the best workers, the best workers with green initiatives should also be rewarded	Workers should be exposed, depending on the industry, to the understanding of green activities that best fits into the organizations.	Retaining environmental-friendly employees should be encouraged through the most effective retaining methods.
During interview for qualified applicants, organizations should assess the	Company's value should be shared to new employees from the onset that company main	After the analysis on employees' green performance, corrective	Depending on the organizations, annual publication of green	There should be flexibility in terms of the structure (i.e. online, offline, in house and	Organizations should implement a policy that will be publicized to employees that environmental

interest, not necessarily knowledge, of applicants. Short orientation of GHRM should be given to them and their interest in contributing to environmental sustainability should be weighed.	goals and environmental goals go hand-in-hand.	measurement should be taken where appropriate.	performance of the organization can be made to encourage employees of their green performance	external locations).	activities will form part of their retention policy.
A minimum level of score should be set for green initiative and interest for applicants regardless of their other skills and experience.	Orientation program should be designed with green-oriented activities, such as inviting environmental experts and making the environment looks green (depicting environmental concern).	Organizations should be careful in assessing their employees' green initiatives and should use a soft method approach rather than taking things tough. However, occasional force method can be adopted.	Organizations should assess its employees to check the forms of motivation that may encourage them.	Training should be updated in response to new and best ways to engage in green initiatives.	

**Recommendations:** The field of GHRM is an interdisciplinary field of management and environmental management which aims to ensure environmental initiatives into the working place, it is therefore advised that scholars should contribute to more empirical studies to explore more about the field and bring out the best of its practices.

**Limitations:** Although this study makes insightful contribution in implementing green human resource management into the organizations, more empirical results of green human resource management are needed.

**Conclusion:** GHRM is a management field that hopes to contribute to environmental sustainability. The studies have been ongoing but underdeveloped countries have been largely left out [4]. This paper has made a guideline for undeveloped countries to incorporate GHRM into their organizational systems. It is hoped that this paper, at least, enlightens organizations on how to gradually and systematically incorporate green behaviors into their workers. This will also enlighten more practitioners and researchers about GHRM.

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