

# GREEN HRM- A STRATEGIC MOVE TOWARDS THE GREEN EMPLOYEES' ENGAGEMENT THROUGH GREEN TRAINING

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## ABSTRACT

In the last recent years, Green Human Resource Management, GHRM is playing a vital role in the organization as today's organizations are more focused towards sustainability and adopting environmentally friendly practices and products which are achieved through Green HRM practices and through its employees. As in today's era, there is increasing concerns regarding environmental issues and for the effective implementation of Green HRM, the employees are needed to be more engaged in green practices. There are many initiatives that are adopted by companies to work in a green way and eco-friendly environment and out of this Green HRM has become an important practice for the organizations. As of now Green Human Resource Management (GHRM) is gaining curiosity of many academic researchers as many people are unaware about its effectiveness in the organization. This research paper discusses the role of Green HRM in predicting green employees' engagement with the help of Green HRM practice; Green Training in order to get a better understanding about green HRM, its practices and how it can engage employees in achieving green objectives of the organization.

## KEYWORDS

Green Human Resource Management, GHRM, Green employees' engagement, Green Training, environmental sustainability, green practices.

## 1. INTRODUCTION

In the recent years, many organizations are focusing towards Green HRM as an integral part of their practices of HRM. The organizations are more focused towards achieving organizational goals with the optimum utilization of resources, also focused towards cost-effective operations, and more importance to employees' retention and engagement. Nowadays the major concern for organizations to stand in the market is maintaining sustainability and contributing towards society. Green HRM is recognized as a major source of competitive advantage (Wright, Dunford & Snell, 2007) with the help of which environmental sustainability can be achieved with the help of human sustainability. The effectiveness of the Green HRM practices wholly depends upon how it is being adopted by the employees of the company. Green Employees Engagement is regarded as a positive, satisfying, business-related mental state of employees portrayed by certain responsibility and ingestion (Schaufeli, Salanova, González-romá & Bakker, 2002). Therefore Green Human Resource practices can be adopted through green employees' engagement as employees are the key resource of the organization with the help of Green Training as Green training leads employees to learn how to go green by adopting green policies at work.

Green HRM practices allow organizations to know how to govern the organizations' impact on environment so it involves its employees in achieving sustainability by going green. Here the Green Training plays an important role which is part of the Green HRM practices and it trains and enables employees and enables them to understand the concept of green work and work through environmental aspects. Green Training practice includes- "providing training related to environmental related issues to the organizational members (employees and managers) so as to

develop required skills and knowledge in the employees” (Cook and Seith, 1992). In order to motivate green employees’ behaviors, Green HRM is regarded as a important strategy of HRM to increase employees’ knowledge and awareness about environmental activities in the organization.

Green Human Resource Management functions is known for encouraging activities that are related to environment management such as green recruitment and green selection , green training and development , green pay and reward system and green performance management. (Dumont et al., 2017; Jabbour et al., 2008; Renwick et al., 2013; Tang et al., 2018). In todays scenario, Green HRM practices are considered as a important part of HR policy to make green employees and make assure that they have more knowledge about environment related activities. The practices of green HRM are utilized as a way to distinguish different green ways of behaving of the employees (Halawi & Zaraket, 2018), for example, environment-friendly activities of workers (Kim et al., 2019) , green way of behaving of employees, and organizational citizenship conduct (Opatha & Arulrajah, 2014), alongside green work commitmen (Aboramadan, 2020).

Therefore, to get more knowledge and advance the literature of Green HRM, this study involves to focus more on how Green Training, a part of Green HRM practices; impacts green employees engagement in achieving the green targets of the organization and maintaining environmental friendly activities. Hence, it may be very well accepted that to accomplish better work effectiveness by employees, to increase employees commitment(engagement), and to reduce cost, Green HRM plays a significant role as an environmental management initiative (Ranasinghe & Welmilla, 2020) along with that this study involves Green Training as a mediator to train and help employee’s to adopt green practices and let to know about its importance in organization.

### **1.1 Ability, Motivation and Opportunity (AMO) THEORY**

This research is partly based on this theory where AMO refers to “Ability”, “Motivation” and “Opportunity”. As per this principle, employees performance and behavior is based upon the ability an employees have or can acquire through green training, motivation for doing work and looking for or having greater opportunity to perform in the organization which means an organization have more chance to perform well as well as have greater chance of achieving its green objectives when employees are able to use their skills and knowledge effectively, are well motivated with monetary or non-monetary benefits and have right opportunities in the organization to use their abilities, skills and knowledge.

The ability, motivation and opportunity (AMO) framework theory was emerged in 2000, which was given by (Appelbaum, Bailey, Berg & Kalleberg, 2000; Boxall & Purcell, 2003)and is been largely acknowledged for establishing a relationship between human resources management (HRM) and employees performance management(Marin-Garcia & Tomas, 2016). It can be concluded that if employees follow AMO framework then it becomes easy for organization to adopt Green HRM practices as motivation and enhancing Green HRM practices will lead to more engagement of employees and can improve their skills and knowledge by providing Green Training.

## **2.OBJECTIVES OF RESEARCH**

Specifically this study focuses on two objectives:-

- To determine the strategic implementation of Green Human Resource Management practices to improve Green Employees Engagement.
- To study how Green Training impact Green employees engagement.



### 3.LITERATURE REVIEW

#### 3.1 Green HRM and Green Human Resource Management(GHRM) Practices

Green HRM can be referred as the integration of Green HRM with the issues relating to environmental management and sustainability management and making Green HRM practices to be adopted by its workers and employees. Green HRM involves all those activities and strategies which are associated in the development , implementation, and creating a framework in the organization that intends to make employees environmentally viable.(Renwick, Redman & Maguire, 200)

Opatha and Arulrajah (2014), have defined Green Human Resource Management as “all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. Green HRM is the another side of HRM that is associated with converting normal employees into green employees so as to achieve environmental objectives of the organization and to make a significant contribution to environmental sustainability. It also refers to the policies and practices that transforms employees of the organization green employees for the benefit of the individual, society, natural environment, and the business.”

There are many definitions of Green HRM practices that are given by different academic researchers (Dumont et al., 2017; Tang et al., 2018; Pham et al., 2019) as a practice which involves various functions of Green HRM which includes green recruitment of employees having knowledge and awareness about green HRM, green training for making employees capable and improving their abilities to work for green objectives, green performance appraisal for assessing performance of the employees and green rewards in the form of monetary or non- monetary services to motivate the employees and their positive engagement so as to successfully implement the Green practices. Jabbour, Santos, and Nagano (2010) defined Green HRM as “the greening of functional dimensions of HRM such as job description and analysis, recruitment, selection, performance appraisal, rewards, and training”(p.1057). (A. Sheopuri 2015) highlights that Green HRM practices comprises environment-friendly HR activities which benefits the organization through lowered costs, increased efficiencies, and better employees retention and increased employees engagement.

##### 3.1.1 Green pay and rewards system

Giving monetary and non monetary benefits to employees is one of the effective way of making employees work towards the benefit of organization as rewards and pay system of organization tends to attract and motivate employees to give their best performance. Rewards can be considered as a major tool in engaging employees and working towards organizational goals. Green pay and rewards is described as “a system of financial and non-financial rewards system for those employees who have a distinct potential and who contribute to environmental management adopted by the organizations” (Jabbour et al., 2010, p.1058) (Jackson et al., 2011), founded that money related and non-monetary pay system plays a significant part in engaging employees to perform for environmental management activities.

Different studies have shown that there is a positive relationship between green rewards and green behaviour of employees and that it motivates employees engagement (Ahmed, AlZgool, & Shah, 2019; Daily & Huang, 2001; Renwick et al., 2013). In an organization whenever company adopts green pay and reward system as their one of the Green HRM process, it tends to have positive response from its employees as more of the green behaviour is seen in employees.(Ahmad)

##### 3.1.2 Green Performance Management

Green performance management can be defined as process of evaluation of employees abilities and work on the basis of their performance on agreed criteria. Performance management helps in developing employees skills and abilities. Ahmad (2015),defined Green Performance Management as “ the process through which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a

better way” p6. Organization sets an green objectives that are to be achieved by its employees and the level of employees engagement is seen in their performance on the basis of which they are appraised and rewarded. So Green performance management can be said as a link between performance appraisal to green goals and employees engagement.

“Green performance management systems that is being effectively adopted by the organizations helps to provide efficient feedback for employees and assist the organization’s to work for environmental objectives with continuous improvements” (Jackson et al., 2011) Engaging the employees in the dynamic course of action of business like decision-making process of the organization for the environment related activities help in improving employees’ behavior and performance at the workplace. Apart from this , when the employees are more concerned about what green practices is organization implementing , they are tend to indirectly take part in the decision making process and are highly motivated to achieve high green performance (Jabbar & Abid, 2015; Renwick et al., 2013).

### 3.1.3 Green Recruitment and Green Selection

Green recruitment and selection can be defined as a process of adopting green activities for recruiting green candidates in a green way with right skills and knowledge about green environmental management activities. Green recruitment is defined as a “paper-free recruitment process with a minimal environmental impact” Kiruthigaa and Viswanathan (2014) means recruiting employees in best possible way by adopting environment friendly process. Ahmad (Ahmad, 2015), defined Green Recruitment as “The process of hiring individuals with knowledge, skills, approaches, and behaviors that identify with environmental management systems within an organization.”

According (Tang et al., 2018) there are three types of green recruitment: (a) green manager branding, (b) employees green awareness, and (c) green criteria and measures used to provoke candidates. They found that green consciousness of the applicant in the starting stage will uphold the organizations in accomplishing its organizations goals and also green objectives related to environment and could lead to high level of green employees engagement; apart from this green employer branding will assist organization in drawing the attention of the talented candidates; and Green measures are used to set green criteria for the evaluation and selection of candidates on the basis of their knowledge and values related to green work. Selecting the candidates with awareness and knowledge about green environmental activities can help organizations to have exceptionally talented employees who know how to use sustainable methods (Ahmad, 2015).

Green Selection is defined as “selection of individuals those who are committed and are sensitive towards the environmental issue, with a possible contribution to the environmental management of a company” (Jabbour et al., 2010) (p.1057). therefore, “environmental management-oriented organizations should hire those people who are with high commitment and sensitive towards environmental issues” (Jabbour, 2011). In green selection, preferences are given to those candidates who have knowledge about green activities, sustainability, green environmental management and have interest in working towards green objectives of the company. Green recruitment and selection helps to hire candidates who have their interest and willingness towards working for achieving green objectives of company in a green way . As this could lead to more employees engagement towards their work because they are already committed towards green environment and it becomes easy for company to instil green behavior and green culture for new employees.

### 3.2 Green Training

In the growing competitive world, where businesses are becoming more competitive driven for that purpose green practices are adopted by organizations and are achieved through its employees and for making employees green they are needed to be trained to acquire green skills and knowledge for that purpose Green Training is implemented in the organization as a part of the Green Human Resource Management practices. The impact of Green training is directly impacted on the performance and engagement of the employees.



The Green Training & Development practices include- “providing environmental training to the organizational members (employees and managers) to develop required skills and knowledge (Cook and Seith, 1992), providing training to adapt environmental friendly best practices (e.g. reducing long-distance business travel and recycling). (Renwick et al, 2008 Renwick et al, 2013 Jackson et al, 2011), providing environmental awareness training among the workforce (North, 1997), providing training to the staff to produce green analysis of workspace (Renwick et al, 2008), applying of job rotation to train green managers of the future (Opatha, 2013 )”.

Green training is “a Green HRM practice that focuses on improving and developing employees’ skills, knowledge, and attitudes, prevents deterioration of EM (environment management) related knowledge, skills, and attitudes. It includes those activities that educate employees about the value of EM, 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, p.133).

### 3.3 Green Employees Engagement

Employees working in the organizations should also be involved in the activities that are related to the environmental issues and should work towards it. All the objectives of the organizations are achieved through its employees. More the engagement of employees in the work more the successful will be the business. Green Employees Engagement is defined as “the effort an employee puts in his green work-related tasks, the willingness to put efforts at the green level, and the green work's absorption level.” (Aboramadan, 2020, p.4).

“Employee engagement is a positive, fulfilling, work-related psychological state characterized by positive commitment and absorption” (Schaufeli, Salanova, González-romá & Bakker, 2002). Educational researchers outlines Green Employees Engagement as transforming employees abilities into employees green performance and business achievements (Shaw, 2005).

## 4. DISCUSSION AND CONCLUSION

The research is an attempt to establish a relationship between Green HRM practices and Green Employees Engagement. It can be concluded from the study that the important dimensions of Green HRM practices impacting Green employees engagement were Green recruitment and selection, Green pay and rewards system, Green performance management. So the organization should adopt green HRM practices in first place. They should try to select those candidates who have well knowledge about environmental issues, procedures and will comply with them. It can be also said that green rewards increase dedication of employees. This means that organization should pay rewards and remuneration to those employees who work towards acquiring environment friendly objectives through their skills and abilities. The management can introduce different excellence awards for those who have better performance in environmental related activities (Bhushan and Mackenzie,1994) and even Introduce rewards (monetary and non-monetary)for innovative performance (Bhushan and Mackenzie,1994).

It is found that employees engagement strictly depends upon green HRM practices implemented by organizations. The above literatures shows the important part of how green training impact the environmental performance of employees. This led to the conclusion that every organization should adopt Green Training as one of the major practice of Green Human Resource Management to have a Green culture. Also the organizations should involve more green training to its managerial and non managerial employees to raise awareness about green HRM.

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