

GREEN HUMAN RESOURCE MANAGEMENT: A TRANSFORMATION FROM A TRADITIONAL EMPLOYEE INTO A GREEN PARADIGM

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ABSTRACT

Green Human Resource Management (GHRM) is an escalating trend throughout the world but it's novel in Pakistan. Organizations are now endeavoring on the way to superiority due to the competitive business settings. As compared to past, they are now more determined on following green practices. In order to entice, involve and keep Green Workforce and thus cultivating firm's performance, managements are now developing their image as "environment friendly" and "employee friendly". Enterprises today turn out to be more aware of the environmental concerns. According to different firms, green human resource management is integration of environmental management with human resource management. Environmental management involves minimizing waste and using all the resources to achieve maximum efficiency. Green HRM involves reduction in hardcopies, using video teleconferencing, motivating employees to shut down their computers when not in use, using minimum light and fan. In that vein, conceptually current study is focusing to provide great insight towards Green Human Resource Management from employee's perspective.

INTRODUCTION

Twenty-first century has been signifying increased interest for the environmental issues globally irrespective of the domains whether it's about statutory issues, business, or social. The environmental changes and manufacturing contamination has forced governmental and non-governmental institutions to frame such strategies and policies to conserve natural assets and the negative effect natural assets obliteration has on the human beings. (Ahmad 2015). Augmented concerns for environment established a necessity to device green management in business firms too. Consequently EMS (Environmental Management System) is being used in different sections of firms like human Resource, Marketing and Finance for the green drive. (Hiba A. Masri 2016). The organizational performance not only rely on its financial success but it also rely on its human

resource being used effectively and efficiently. (Hosain 2017)

HRM (Human Resource Management) is required to implement EMS positively by integrating different human resource functions like hiring, development and training, rewarding, performance management with organizational environmental objectives. Hence, the organizations are required to line-up green paradigm into Human Resource Management. (Guiyao Tang 2018). Adopting Green Practices implies taking decisions which are more environment friendly, such as reduce, re use and recycle to safeguard our present and forthcoming cohorts. (B. S. Sahay 2016). Green Human Resource Management is a part of Human Resource Management that comprises greening of employers and employees to attain green targets of

organizations. It is somewhat associated to Corporate Social Responsibility yet dissimilar from it as it is unavoidable for firms to conform to CSR activities lawfully but Green HRM includes ensuing green practices willingly for the benefit of staff, top management, firms and as a whole for humanity. It implicates transforming traditional employees into green employees to achieve organizations' environmental goals. (A. Anton Arulrajah 2015).

The inventiveness behind adapting green practices is it increases productivity, reduces waste and positively alter attitude of the employee related to execution of Green HRM. Furthermore, Green HRM is related to encouraging such workers who embrace and give importance to the green objectives in various functions and policies of Human Resource like recruitment, selection, placement, induction, training and development, benefits and compensation, improving and safeguarding the knowledge capital of the firm (Pavithradevi, 2016). (O'Donohue, 2015) elaborates that HR has a robust association with sustainability and environmental management. A positive relationship was also described between Human Resource Management activities and environmental performance of firms, while Green HRM activities were found to benefit not only ecological results but also the general financial consequences of the organizations. Green HRM can not only support worker's success but also improve performance of organizations. (Douglas Renwick oct,2017). It is the prime responsibility of Owners and Heads of Human Resources to monitor carbon emissions by workers. Nevertheless it is very challenging to implement these green practices at workstations. The need is to formulate policies that provoke and persuade workers as well as office staff to adhere to environment welcoming and green practices. Green procedures that are related to environment and landscape should be a part of overall strategic and operational plans. Fruitful accomplishment of policies requires innovative recommendations and green ideas of each and every member of organization. (Jahanshahi, Maghsoudi, & Shafiqhi, 2021)

Consequently, hiring staff members who have green opinions requires an organization to depict its environment friendly portrait. Implicit and explicit rewards will encourage and inspire staff members and will consequently add towards environmental management of the firm. By conducting green performance audits and green appraisals,

organizations can help workers to become more liable, answerable and accountable to achieve assigned green tasks and projects. (Javed 2017). A study was conducted in Pakistan which portrays that Green HRM activities add to the betterment of performance of organization. (Aurangzeb 2016). Therefore it is imperative for organizations survival and excellent environmental performance to be in line with Green Human Resource Management alongwith traditional Human Resource functions.

For the financial year 2020-21 Pakistan's sugar production forecast is estimated to 5.9 million metric tons (MMT). This is a 6% increase from last year. The reason for this increase is an estimated increase in sugarcane cultivation area while talking about the retail price increase of sugar which soared at 33% for March 2020 in comparison to previous year.

When Pakistan came into existence in 1947, there were only 2 sugar mills operating and producing sugar. The production of these mills was not enough to cater the national demand of Pakistan, and therefore we were forced to import sugar from other nations. and in that era a large amount of foreign exchange was used up for sugar imports. In 1961, the first ever sugar factory was commissioned in the district of Tando Muhammad Khan in the province of Sindh. After textile, sugar industry is second largest agricultural industry in the country. Sugarcane is a significant industrial cash crop in here. Talking globally, Pakistan stands on fifteenth place as sugar producer while on fifth in relation to area under sugar cultivation. It is sixtieth largest country in terms of sugar yield. As of now there are eighty three sugar factories in the province of Sindh, Punjab and Khyber Pakhtoonkhwa, and in Sindh. Measurement of organization's environmental performance on the base of Green HRM activities is scarce in the body of literature, especially in respect to Pakistan. As a result of bigger environmental contamination, pollution and discharge of waste by public as a whole and particularly by several large scale industries, private sector enterprises, government and non-governmental organizations, are now making strategies to apply such policies that decrease the harm to the earth's environment, its natural resources and the fatal negative effects it'd have on humanity (Boiral 2019).The organizations are now more attentive to accept the environment friendly policies. At the same time, they are confused on how they can apply these policies successfully to develop their firms' environmental performance and

attain sustainability. (Jacob 2015). This study will support Pakistani firms to pinpoint how they can create and apply such policies that progress their environmental performance by greening of Human Resource functions and what will be the effect of executing those Green Human Resource Management polices on firm's environmental performance.

Literature Review

To get competitive advantage and meet environmental sustainability needs companies are now opting for environment friendly policies in their policies. the research was conducted to examine and rank the green HR practices according to the impact they had on the organizations green objectives. 150 newly established companies participated in the research concluded that there is a positive relationship of green HR practices with companies sustainability. Research explored that the more the assessment of the effect of a given green HR practice, the greater the policy is put into practice in a respective organization. The findings conclude that understanding of green HRM and its impact on sustainable development of organizations is needed to improve its application. (Edyta Bombiak 2018). Another research assessed the paybacks of Green Human Resource Management activities and its impact on firm's long lasting survival and workforce retaining. As per our conceptual framework the dimensions of independent variable are also the functions of Human Resource Management. This research highlights that Green HRM practices are useful for both workforce and the firm's top management (Likhitkar, 2017). A separate research conceptually dedicated their efforts on both the positive and negative effects of Green Human Resource Management practices considering worker's state of mind. The dependent variable (DV) was organizations environmental goals while the IVs considered were attitude of workers and Green management innovation practices. The results show that the significance of environmental HRM practices is vital for the enhancement of firm's benefits but few employees might think that their job-load has amplified. Therefore such mindset is required to be altered for which organization needs to take few essential measures (Sriram 2017).

To attain environmental sustainability, Green Human Resource Management is essentially decisive.

According to this research individuals are pretty unaware about Green Human Resource Management in developing countries. Several Human Resource functions are analyzed in context of firms' culture. The study matched Green Human Resource Management practices in developed and developing countries and provided explanations to control Green Goals of firms, in underdeveloped and developing countries. By using Green HRM, organizations can turn into green organizations (adimuthu 2017). One more research focused on the green HRM practices with a special focus on the effectiveness of small firms as they are the ones which are mostly neglected in research. Sample was taken from 158 small firms in Australia. Green HRM practices when put into practice at high level, proved to be more beneficial for the firms financially as when it was applied at the low level Findings conclude that green HRM plays a moderating role to implement proactive environmental management which in turn improves performance of small firms financially (Wayne O'Donohue 2015).

The research measured and evaluated the implementation and influence of employing green HRM practices focusing on manufacturing sector in Palestine. A sample size of 110 manufacturing organizations that were operating in Palestine was taken. The statistical analyses measured six green HRM practices that have a positive and a strong relationship with environmental performance of organizations. The findings indicate that manufacturing organization can get competitive advantage and maximize environmental performance by linking HR functions to GHRM. GHRM practices are moderately applied in organizations so organizations need to capitalize on green training and development to maximize their environmental performance in future. (Hiba A. Masri 2016)

International apprehensions for environmental pollution have created the requirement to apply environmental policies and strategies. Firms today have recognized that workforce must be conscious and duly knowledgeable to understand their duties as a Green Citizen. The study concentrated on spreading alertness among staff members to lessen environmental pollution. Results showed that most firms are responsive of Green Human Resource Management practices but they are unaware of procedure to apply these practices (Menon 2016).

To retain employees and reduce carbon emissions green HRM practices have been put into practice in

different HR departments. the study was conducted to check the level of awareness among in information technology companies among employees in Pune and how efficient these practices prove to be. A sample of 200 employees was taken which indicate that most of the people know about the “green HR” even those who were unaware have knowledge about the implementation of these practices in their respective organizations. The results show that implementation of green HR practices have resulted in higher efficiency of HR functions, lesser cost and reduction in environmental hazards. (Akshata Sakhawalkar 2015). Another study was undertaken to assess the organization’s environmental performance in Pakistan, after employing Green Human Resource Management practices. The independent variables (IVs) applied in this study were Green Human Resource practices (Three HR functions). The dependent variable was organization’s performance. The results of this research depicts that the three IVs (Green HRM practices) have a substantial relationship with firm’s environmental performance (Aurangzeb, 2016).

Theoretical Framework

2.2.1 Underpinning Theory: Theory of Planned Behavior (TPB) (Ajzen, 1985)

➤ This theory is used to forecast and recognize behaviors. It describes that actions are instantly recognized by behavioral objectives, which in turn are controlled by a blend of three factors: attitude, personal norms and apparent behavioral control.

➤ This theory is applied to educations of the relationship between beliefs, attitudes, behavioral intentions and behaviors in different domains such as sustainability, marketing, healthcare, and management.

➤ It assists us to comprehend how a change can happen in an individual’s behaviour.

Support Theory: Social Cognitive Theory (SCT) (Bandura, 2005)

➤ Social Cognitive Theory (SCT) started as the Social Learning Theory (SLT) in the 1960s by Albert Bandura.

➤ It developed into the SCT in 1986 and posits that learning occurs in a social context with a dynamic and reciprocal interaction of the person, environment, and behavior.

➤ The Social Cognitive Theory is composed of four processes of goal realization: self-observation, self-evaluation, self-reaction and self-efficacy (Redmond, 2010). The four components are interrelated and all have an effect on motivation and goal attainment (Redmond, 2010)

Conclusion

The study concluded that empirical study is need to be investigated with relevant tools to measure GHRM practice so that the effects on employees and organizations can be assessed. The research propose five measures which include the core HR functions. The past finding concluded that the five measures are reliable and valid. Employees who have green believe and values should be hired so they practice green behavior at workplace. Moreover, performance appraisal should be done in accordance with the green objectives achieved, which will in turn make them more involved to achieve green goals of the company. (Guiyao Tang 2018).

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