



THE ROLE OF GREEN HRM IN DRIVING ENVIRONMENTAL RESPONSIBILITIES IN ORGANISATIONS: A CASE STUDY OF MANUFACTURING COMPANY

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Abstract:

This paper studies the role of Green Human Resource Management (GHRM) practices in fostering green corporate social responsibility (CSR). The study creates a conceptual framework and looks into how GHRM practices, such as green performance management, green training and development, and green recruiting and selection, affect the outcome of green CSR within organisations. The research findings highlight the positive relationship between GHRM practices and green CSR, indicating that organisations that integrate environmentally responsible HR practices are more likely to engage in green CSR initiatives. The study promotes knowledge of the function of GHRM in fostering ecologically friendly and socially conscious business practices inside organisations by highlighting the significance of matching HR practices and policies to environmental goals. The findings suggest that GHRM practices can catalyse green CSR and create a culture of environmental responsibility within organisations.

Keywords: Green Human Resource Management, Corporate Social Responsibility, Talent Acquisition, Green Training and Development, Green Performance Management.

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Introduction: "

Green Human Resource Management" (GHRM) describes how different human resource management roles are integrated with ideas and practices of environmental sustainability. It requires coordinating HR policies, processes, and procedures with sustainable and socially responsible goals to lessen the organisation's influence on the environment and foster an environmentally conscious workplace culture. By minimising pollution, minimising environmental harm, and safeguarding natural resources, businesses have a moral obligation to protect the environment. Traditional work practices have altered due to modern technologies, and the HR department has benefited as a result (Faisal & Naushad, 2020). The GHRM specifies organisational environmental policies and practices of HRM that support the creation of green organisations as a component of the environmental dimension of sustainable HRM. These environmentally friendly methods can improve a company's reputation and give it a competitive edge (Nailya Saifulina et al., 2020)

Role of GHRM Practices:

The role of GHRM in sustainability initiatives is multifaceted and essential for promoting environmental sustainability within organisations. Some critical aspects of its role include:

Talent Acquisition: Employers who are committed to sustainability and want to work for an ecologically conscious company can be attracted and kept on board with the help of green talent acquisition. It can support the development of a sustainable culture within the business, which may boost employee morale and increase corporate accountability. Recruiting and choosing candidates with a good understanding of and commitment to environmental sustainability is the responsibility of talent acquisition (Baykal E, Bayraktar O.2022). GHRM can attract and select environmentally conscious candidates by including sustainability-related criteria in job descriptions, conducting green-oriented interviews, and actively seeking candidates with a passion for environmental responsibility. The most effective ways to adopt green human resources management are digital application processes, green mobility strategies, and virtual job interviews.

Training and Development: GHRM includes training and development as a critical component. This approach concentrates on improving employees' abilities, understanding, and attitudes to stop the erosion of information connected to

environmental management. (Nhat Tan Pham,2020). Employee knowledge and skills can be developed through training and development. The GHRM can establish training programmes to increase employee awareness of environmental issues and provide training on sustainable practices and technologies to help employees incorporate sustainability principles into their daily work routines to assist the organisation in achieving its sustainability goals (Kuo Y-K,2022). The best methods for implementing Training and Development are Environmental awareness training, Skills development for green practices, green innovation workshops, Sustainability leadership training, Collaborative learning, and knowledge sharing (Ercantan O, Eyupoglu S,2022)

Employee Engagement: "Green employee engagement" describes how involved, committed, and motivated employees are in achieving their employers' sustainability objectives. Employee engagement is a psychological condition that can encourage and spread the link between ethical HRM procedures and personal ethical behaviour (Omar et al.,2021). GHRM initiatives can enhance employee engagement by involving employees in environmental sustainability projects and providing opportunities to contribute ideas and initiatives supporting sustainability goals. Green job design, selection and training, Wellness programs, and work engagement are suitable for implementing Employee Engagement (Freire C, Pieta P, 2022).

Performance Management: Green performance management is a motivating strategy to improve employees' technical abilities that support organisational goals. Managers may measure and evaluate employees' performance using the corporate management technique known as performance management. GHRM can align performance management systems with sustainability objectives, set environmental responsibility performance goals, and recognise and reward employees demonstrating sustainable behaviours and achievements. Individual and group performance can be connected to ecological objectives through performance management in GHRM. Businesses can encourage environmentally conscious behaviour by measuring and evaluating employees' contributions to environmental performance (Kuo Y-K,2022).

Green Policies and Practices: Green practices and policies are crucial for promoting sustainability and minimising the damaging effects of commercial activity on the environment.

GHRM practices and regulations contribute to improved environmental performance in businesses. Organisations can encourage staff to adopt environmentally friendly behaviours and enhance their environmental performance by including green practices in their performance management, assessment, and training and development procedures (Ahmad, Shoeb,2015). GHRM is responsible for developing and implementing green policies and practices within the organisation, such as waste reduction programs, energy-efficient practices, and environmentally conscious procurement processes.

Leadership and Culture: To ensure that HRM practices align with environmental aims and objectives, leaders can play a critical role (Abdullah et al.,2021). GHRM fosters a culture of environmental responsibility by promoting sustainability values, ethics, and norms throughout the organisation and encouraging environmental leadership from top management. Transformational leadership encourages employees to adopt environmentally friendly habits, improve performance, and reduce carbon footprints through a commitment to sustainability (Iftikhar U et al.,2021). Spiritual leadership fosters an eco-friendly workplace, encouraging employees to adopt environmentally beneficial habits and fostering a culture of stewardship and performance improvement (Li W et al., 2023)

Sustainability Reporting: GHRM can collaborate with other departments to gather and report the organisation's environmental performance data for sustainability reporting and corporate social responsibility (CSR) purposes.

By integrating green principles into HRM functions, organisations can reduce their environmental impact and positively impact employee engagement, organisational reputation, and long-term sustainability goals. GHRM catalyses the promotion of sustainability initiatives within the organisation and aligns the workforce's efforts with the organisation's broader environmental objectives.

Case Study: Implementation of Green HRM to Drive Environmental Responsibilities in a Manufacturing Company

Company Overview:

A Manufacturing company is a multinational company specialising in the production of consumer electronics. The company operates several manufacturing facilities across different countries and has a significant environmental

impact due to its large-scale production processes and global supply chain.

Challenge: As a responsible corporate citizen, the company has recognised the importance of addressing its environmental impact and embracing sustainability principles. The company's leadership realised that adopting Green HRM practices could be instrumental in promoting ecological responsibilities among its employees and integrating sustainability into the organisation's culture and operations.

Implementation of Green HRM Initiatives:

The company initiated several Green HRM initiatives to drive environmental responsibilities and integrate sustainability into the company's core values.

Green Training and Awareness:

The HR department conducted regular training sessions and workshops for employees at all levels to raise awareness about environmental issues, sustainable practices, and the company's sustainability goals. Employees were educated on ways to reduce waste, conserve energy, and make eco-friendly choices at work and in their personal lives.

Green Performance Goals:

The HR team worked closely with the leadership to integrate sustainability-related performance goals into employee performance evaluations. Employees were encouraged to contribute to environmental initiatives actively, and their sustainability achievements were recognised and rewarded.

Eco-Friendly Recruitment:

During the recruitment process, the HR department included questions about environmental awareness and commitment to sustainability in interviews. Candidates with a genuine interest in environmental issues and a passion for contributing to ecological responsibilities were given preference.

Green Employee Engagement Programs:

The company organised various employee engagement programs centred around sustainability. "Green Teams" comprised employees from different departments who collaborated on eco-friendly projects and shared best practices. These teams were responsible for implementing sustainable initiatives within their respective areas of expertise.

Sustainable Leadership Development:

As part of the leadership development program, the HR department included modules on sustainable leadership. Executives and managers were trained to incorporate green principles into their decision-making processes and become

advocates for sustainability throughout the organisation.

Results and Impact:

The implementation of Green HRM initiatives at the company had a significant impact on driving environmental responsibilities and promoting sustainability within the company:

Reduction in Environmental Footprint:

Through energy-efficient practices, waste reduction measures, and eco-friendly policies, the company decreased its environmental footprint significantly.

Employee Engagement and Commitment:

Employees became engaged in sustainability efforts, leading to increased pride in the company's environmental initiatives and a sense of purpose in contributing to environmental responsibilities.

Positive Reputation: Embracing Green HRM practices enhanced the company's reputation as an environmentally responsible company, attracting environmentally conscious customers, partners, and potential employees.

Cost Savings: Adopting sustainable practices contributed to environmental responsibility and led to cost savings in energy consumption and waste management.

Conclusion:

This case study demonstrates how implementing Green HRM initiatives can drive environmental responsibilities within an organisation. By integrating sustainability principles into HR practices, the Manufacturing company created a culture of ecological consciousness, positively impacting the environment, employee engagement, and overall reputation. The case study exemplifies how Green HRM can be vital in promoting environmental sustainability and aligning an organisation's objectives with its commitment to environmental responsibility.

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