

# Green HR Management Practices in Contemporary Business Organizations

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**Abstract:** *In order to achieve sustainable human development in the long run, emphasis should be placed not only on materials, equipment and money, but also on the social, environmental and economic aspects of contemporary organizations work . Therefore, organizations have sought to use environmentally friendly green environmental management practices and initiatives to increase efficiency in operations, reduce environmental waste accumulation, reduce costs, waste recycling, identify tools and procedures to create green environmental behaviors for employees and develop more efficient office space. At present, Green, Human Resources Management is responsible for balancing labor and the environment to sustain the lives of talented and creative workers as valuable materials, equipment and the industry as a whole. The research found that green human resource management plays a vital role in regulating environmental management issues and achieving sustainability for its members through the application of innovative clean technology that can reduce environmental degradation, seek renewable energy, reduce the use of limited natural resources, and create non-toxic products that do not Pollute the environment.*

**Keywords:** *Human Resources, Organizations*

## I. Introduction

The past twenty years of the twentieth century have witnessed consent on the importance and rationality of managing the environment worldwide as a result of the increased occurrence of damage resulting from various pollutants, the most prominent of which is industrial waste and which depletes natural resources. Effective organizations have begun to apply green concepts in all their administrative and technical functions, and in the recent past it was a focus on the economic and financial side in order to achieve profits, but in the contemporary world of business management it seeks to achieve organizational success by reducing environmental impacts, and with the presence of green human resource management It contributes to achieving a competitive advantage by caring for environmental initiatives that help reduce costs, based on its social responsibility towards its citizens and customers, as well as its role in preserving workers and its possession of a set of green practices in recycling and waste disposal to achieve the sustainability of natural resources.

In fact the business environment has shifted from a traditional economic perspective on the basis of financial capabilities to a strategic perspective, whereas in the past, environmental issues were simple and uncomplicated, until concern and focus on environmental aspects and social responsibility in the complex world of organizations became. Today, the implementation of human resource management in business organizations has come

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at a high level of technology and employee efficiency, as well as suitably perfect handling of environmentally friendly ideas and programs and enhancing the sustainability of their resources.

The importance of the current research paper emerges from the necessity of the topic as it is one of the critical variables in the business world. Whereas green human resource management needs knowledge in research and analysis and its data is sought in global and local organizations, It represents the beginning of the path of investigation and study of its originality at the theoretical and field levels, and therefore it is a knowledge addition to the Arab academic storage in the field of applied human resource management.

To provide a basic understanding of green management of human resources. Hence, the aim of the research focuses on highlighting knowledge and science of the green management of human resources in business organizations by clarifying the various green practices that can be used to build and develop green jobs, and trying to delve into some initiatives that are beneficial to success in real-life work.

To dive into highlighting the importance of research and achieving its goals, more than (30) foreign sources have been closely related and discussed, most of which are recent and published between (2010-2019). And public libraries and websites of international and Arab universities on the Internet where used for collecting information. The research included three main topics and within them (10) significant requirements. The first topic is devoted to delving into the conceptual approach to managing green human resources in terms of origin and historical development and some basic definitions and defining the benefits of working with this comprehensive contemporary concept of the tasks and activities of human resources management in organizations. The second topic came to address human resource management practices in business organizations, the requirements for their application and the challenges of implementation at the current stage.

As for the third topic, it was for studying the relationship of green human resource management with other important issues and variables, most notably the green human resources management initiatives and its relationship to the competitive advantage of the organization, the green employee's behaviors, and the creation of the green employee.

The researchers reached many conclusions, the most prominent of which is that green organizations become the most preferred to obtain and maintain talent and potential creators who not only have an understanding of environmental sustainability, but also practical practice in the field of business that meets the requirements of achieving a competitive advantage.

#### ▪ **The first topic: A conceptual introduction to green human resource management**

Green human resources represent intrinsic intangible assets that help the business organization in building its competitive advantage by attracting, developing and sustaining workers and increasing their morale in the productive work environment and enhancing its image and gain competitiveness, and reducing costs to a large extent, and that is through their participation in the production and follow the green policies that are aimed at improving the organizational performance.

- **First requirement: the emergence and development of the concept of green human resources management**

HRM's history is said to have begun in England during the craftsmen and apprenticeship period in the early 1800s and evolved further with the advent of the industrial revolution in the late 1800s. During its evolution numerous innovations have emerged to make HRM meet numerous demands in the business world. One of the most important catalysts for the growth of HRM came from creatively thinking about how businesses need to adapt to change and succeed in various periods of time. (kelven,2019)

Environmental awareness grew after the damage caused by pollutions and industrial waste that

Exhausted natural resources. The role of human resources in caring for the environment was announced by Magna Carta at the first United Nations International Conference held in Stockholm in 1972 to improve the environment. (Ahmad ,Shoeb ,2015)

Scientific efforts intensified in the (1990) towards the term green in organizations after the launch of the Environmental Management Quality System (ISO14001) specification, And what followed from many studies that started dealing with different designations, such as green economy, green marketing, green product, green environment. And all of them emphasized the need of organizations to support human resource management practices, such as training, performance improvement and reward workers for the implementation of clean and distinctive work. In (1996) Wehrmeyer presented a book titled "Greening People: Human Resources and Environmental Management", which stressed the need for human resources management support to strengthen green practices affecting organizations performance. (Aykan,2017)

In the year 2000, business organizations started taking measures and activities that contribute to increasing the green trend to enhance the concept of the optimum balance between economic and environmental performance of business. And highlighting the role of management in creating a distinct merging of all its functions while protecting and preserving the environment in order to achieve a sustainable competitive advantage for it. Then in the years (2008), (2011) (Renwick et al., 2008); (Jackson et al., 2011) came up with promising research to integrate human resource management with the environment and formulate a new concept termed "green human resource management" (GHRM).

Aligning their practices (Recruitment and attracting, job analysis and design, selection and staffing , performance evaluation , training and development, rewards and wages together to achieve environmental management goals in organizations by relying on human capital and basing the economy on talent. (Chiappetta and Lopes (2016), Thus, green human resources have become the path that business organizations must follow in order to remain viable in a highly changing and competitive global economy, This necessitated the emergence of a need to take a proactive approach to environmental management that relies heavily on enhancing the customer's added economic value and achieving profitability together.( Kim&Jauhar & Abdul Ghani, Ahmad Bashawir (2015)

- **Second requirement: The concept, activities and characteristics of green human resource management**

The word green has its significance representing nature's definition from the general sense of a leafy plant to a deeper meaning of an environmentalist and conservationist or an eco-activist. The key thing to remember is that the

natural sense is linked to green. There are four related Green concepts in human capital and human resources (Cheema & Javed,2017).

Firstly, green refers to maintaining the natural world by defending it from adverse improvements, damages and harms. The second sense is protecting and safeguarding the natural world for the future generation by limited use. In relation to human life, the third sense of green is the minimization or prevention of pollution.

Business organizations are concerned with green practices in using resources and achieving social responsibility by managing green human resources that aim to preserve and keep workers in their lives at work and in society that helps them to live in an environmentally friendly manner. Everyone should be environmentally conscious and change their behaviour, mindset and lifestyle in a way that restricts the behaviors that cause them to deteriorate and lose resources inside them. ( Mwita ,2019)

The concept of green human resources management includes all activities that help the organization in carrying out its work in a way that is compatible with the requirements of making the environment clean and pure, in addition to always protecting it without complacency and hesitation. In this regard, Dangmei indicated that human resources policies focus on providing the individual with knowledge about environmental sustainability capabilities by engaging him in specific educational and training programs. Accordingly, appropriate performance appraisal and bonus tools are used, based on four core principles, namely environmental protection, sustainability, avoidance of violence, and social justice. (Dangmei, 2016)

Green HRM thus represents the level of greening of human resource management practices while its application involves the alteration and adaptation of individual stages of human resource management to become green — that is, environmentally friendly .( Bombiak and Marciniuk-Kluska,2018)

In turn, business organizations seek to implement environmentally friendly human resource management practices to increase the efficiency of operation and use, reduce waste and harmful remnants , reduce costs and strive to use tools and procedures associated with observing green human, social and environmental behaviors. (Masri,2016)

Based on this, the efficient human resource management in the organization is responsible for creating a balance between work and the environment to find a green individual with the necessary talent that is more valuable than industry. Hence, organizations have become fully aware of the behaviors of the green worker that have become difficult to obtain and maintain at the current stage. In any case, green human resource management plays a vital role in environmental management issues and preserving workers for the longest possible period. (Sakhawalkar and Thadani,2015) The application of innovative clean technology can mitigate environmental degradation and the search for alternative energy to reduce the use of limited natural resources and create non-toxic products that do not Pollute the environment .

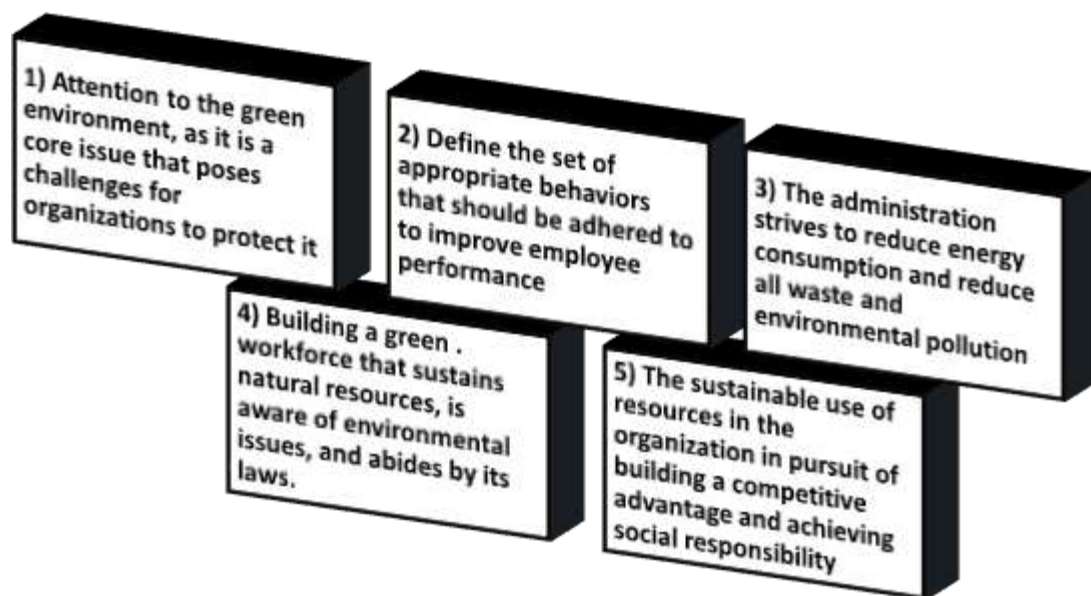
Green human resource management is a way to reduce overtaking on the environment by making some changes and transformations related to freeing the work environment from traditional human resource management activities, There may be an urgent need for better communication between all workers, providing favorable opportunities to provide pure ideas, participating in implementing initiatives to make the workplace green (improving

work relationships, facilitating communication within offices, electronic training, reducing paper costs by reducing their use), and encouraging social responsibility practices For organizations (legal, economic, and ethical). In order to achieve two main components: environmentally friendly human resource practices and the continuation of human capital. (Yusoff et al., 2015)

The Green, Human Resources management was defined as the department responsible for activating the fields and issues related to the environment, Through human and social followers and practices, Appropriate and enforce environmental protection laws truthfully and honestly In an effort to use natural resources in a purely economic way. (Margaretha & Saragih, 2013) It has also been defined as the use of policies and practices that encourage the sustainable use of available resources and to prevent harm caused by environmental concerns in business organizations. (Mehta & Chugan, 2015)

There are those who have described it as representing green human resources policy guidance, towards encouraging the culture of organizations that support the environment and encouraging individual and collective capabilities to cause strong behavior together in the work. (Dangme i' 2016)

In short, it can be said that the management of green human resources is a decisive step in order to build a competitive advantage for the organization by defining the responsibilities of workers to fulfill the environment and increasing their awareness of its core issues and as reflected in Figure (1). (Rani & Mishra, 2014)



**Figure (1): The most prominent issue in defining (GHRM)**

In summary, managers and subordinates interact with the GHRM system through self-service functions that eliminate delays, inaccuracies, and efficiencies, With a specific system for using paper and recognizing their contributions to improving awareness of the importance of protecting the environment while they are at work, Stimulating increased participation in environmental activities within the framework of the concept of sustainability for talent in the long term, in order to comply with the application of environmentally friendly practices and making

organizations increasingly employ what are called ((environmental friends)) to achieve the maximum influence of green attraction. (Muniandi & Nasruddin,2015)

The goal of green human resource management is to activate, revitalize, enhance and develop efficiently managing employees in the organization, as reflected in Table 1 of outstanding activities in the areas of employment, compensation, training, development, evaluation, industrial relations and the human resources information system. (BinAbdullah,et,al.,2015)

**Table (1) GHRM activities**

<b>Human Resource Management Activities</b>	<b>Green policies, procedures and practices</b>
<b>Job Analysis</b>	<b>Job description includes environmental dimension specifications and green capabilities.</b>
<b>Recruitment</b>	<b>Making environmental requirements part of the overall hiring process to attract the right people.</b>
<b>Staffing</b>	<b>Prioritize the candidate with green awareness and appropriate practice in personal life.</b>
<b>Socialization</b>	<b>Introduce new workers to green policies and procedures to meet valid organizational citizenship needs.</b>
<b>Development And Training</b>	<b>Determine the appropriate training for the individual by analyzing the different training needs.</b>
<b>Performance Evaluation</b>	<b>Analyzing and managing job performance and dealing with results and reactions in performing the tasks and tasks assigned to the individual.</b>
<b>Rewards Management</b>	<b>Provide rewarding financial rewards and prizes in appreciation of doing good green work.</b>
<b>Discipline Management</b>	<b>Designing fixed business rules related to green and punishing individuals who did not stick to it.</b>

In light of the foregoing, the characteristics of green human resources management in successful workers' organizations can be determined with the following:

- 1 Promote the building of human capital, which translates into increased productivity and reduced waste and residues harmful to the work environment;

- 2 Recruiting, attracting, owning, developing and sustaining active human resources and disposing of all potential from inactive;
- 3 Reducing the practice of negative organizational behaviors from personal conflicts, job stress, stress and fatigue;
- 4 The contribution of environmentally friendly human resource practices to reducing waste in spending and sustaining available resources.

• **Third requirement: The benefits of working in green human resources management in organizations**

Many business organizations realize that green policies and programs everywhere can enhance social responsibility among employees and preserve talented and creative people, As well as confirmed by many of those interested in the applied human resources management of the advantages and benefits of many, namely:

( Mehta &Chugan,2015) (Singh,2019)

Make environmentally friendly decisions with managers and leaders who understand the importance and necessity of sustainability in achieving innovation and finding green solutions to environmental problems;

1 Improving the desire to work in green jobs that become the most preferred option in attracting green talent that gives the organization a competitive advantage;

2 Maintaining efficient and creative workers in the organization who are characterized by increased productivity and low turnover and absenteeism compared to those working in similar non-sustainable organizations;

3 Increasing sales and developing the quality of products for which green human resources management has a role in producing environmentally friendly and inexpensive goods and services for customers;

4 Educate, train and motivate employees to carry out their tasks in an environmentally responsible way to implement green jobs in organizations in a successful way that supports effective human resource management.

5 Establishing and maintaining green behaviors within each individual in the organization and identifying them appropriately in line with providing requirements for achieving environmental sustainability and organizational success.

By viewing Figure (2), we will learn more about the advantages and benefits of working in green human resource management in environmentally friendly business organizations.



**Figure (2): Benefits of (GHRM) in environmentally friendly business organizations**

▪ **The second topic:** Green human resources management practices, requirements and application challenges

The application of green human resource management in environmentally friendly business organizations requires that you clearly identify effective practices and initiatives and meet the requirements for the proper implementation of their operational and practical procedures, as well as identify the challenges they face in seeking to successfully implement their activities and activities.

• **First requirement: Green human resource management practices**

There is almost a collective agreement between researchers on the importance and necessity of using green practices in all human resource management functions to preserve the environment and obtain integration with other executive departments in the organization, in order to build a sustainable competitive advantage through the efficient use of the human talent, as shown in Figure (3). (Chiappetta & Lopes, 2016) (Arulrajah & Opatha, 2015)





**Figure (3) GHRM practices in sustainable organizations**

### **1 Green Job Analysis and Design**

The process of including the environmental dimension as a basic element in describing jobs and identifying green capabilities as a special component in the specifications of those who occupy them, in a way that helps in planning green human resources through participation in predicting the numbers and skills of workers necessary to implement environmental management programs such as ISO (14001), agile production, and Social responsibility. In this case, the job requirements and the personal qualifications of the occupants should be analyzed in a manner that is appropriate to the environmental, social and technical contexts of the organization, with the importance of including environmental protection duties alongside the individual's basic duties.

Here, the case may require preparing a multidisciplinary team to undertake the task of analyzing and designing jobs in a more environmentally friendly way by integrating environmental duties and responsibilities with their primary duties and tasks. (Console, et, al., 2016) Three approaches have emerged to define green jobs: The first is to choose occupations involved in green industrial processes, such as waste management and recycling. The second approach focuses on the interconnection between products and services that contribute to achieving and maintaining environmental goals and the workers involved in their production. The third approach includes the selection of industries that are actively working to achieve environmental protection goals, such as manufacturing energy efficiency devices, filters or wind turbines. (Renwicka,et,al.,2015)

The application of the three approaches in the process of analyzing and designing green jobs makes the organization adopt the concept of non- paper offices by using information technology to a great extent reduce paper

consumption and the costs of copying, printing and storage and reduce the time used to search for papers and documents.

## **2 Green Staffing Recruitment**

The process of selecting and appointing new employees on environmental bases and standards is carried out in accordance with the standards of the concept of green human resources management to achieve environmental, technical and social responsibility, in order to attract individuals carrying green values and an environmentally friendly culture. The organizations that adopt green recruitment advertise jobs through websites and conduct personal interviews online. Green hiring becomes a process of selecting and assigning new talents who are conscious of environmental sustainability and knowledgeable about green practices, and that helps attract creative individuals. (Arulrajah & Opatha, 2016)

The green recruitment means limiting paper use, such as determining the online application form, conducting telephone interviews and network tests, and for the environmental culture to be fully visible to attract new individuals. And organizations that follow committed environmental policies need human resources directed towards the environment by following two options: the first includes a focus on green employment, and the second deals with providing the necessary awareness related to environmental protection, education, training and development for workers. Indeed, such a procedure requires the integration of environmental strategies with employment policy by experts in green human resource management.

The green recruitment process in organizations should take into account long-term efficiency and effectiveness requirements, which are : (Mehta & Chugan, 2015)

**A.** Define the job description, the role of the strategic direction of the Green Health and Safety Administration, and other roles related to the environmental impacts inherent to it;

**B.** Design the video, telephone and network interview in a manner consistent with measuring the extent of the candidate's compatibility with the objectives of the green organization compared to other competing organizations;

**C.** Prepare an induction program to provide new individuals with information on sustainable human development policies and commitments, environmental management systems and the organization's desired green goals;

**D.** Looking at the candidates as much as their environmental interest and skill relate to criteria for appointment and the selection of informed and aware applicants of green environment concepts in job creation;

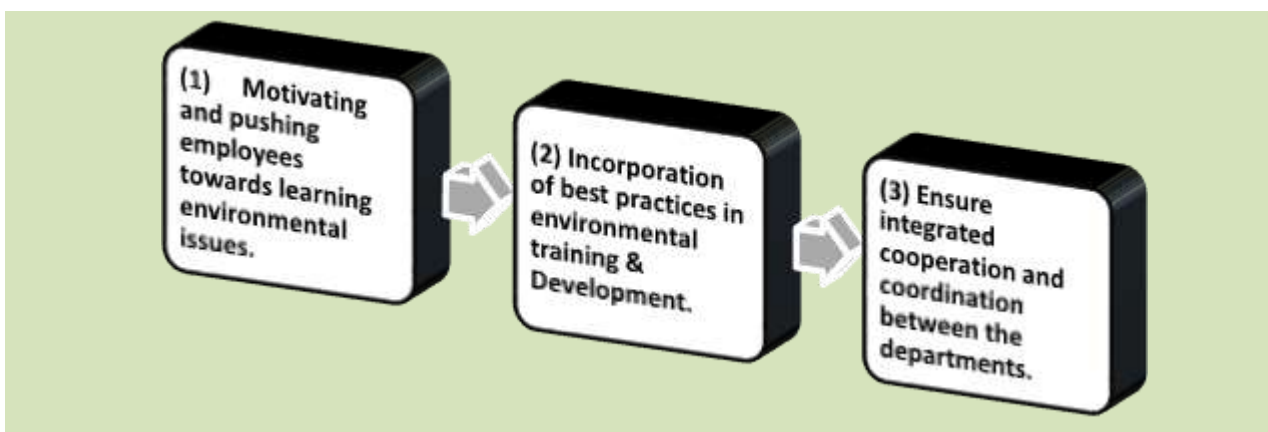
**E.** Ask questions related to the environment when interviewing and evaluating candidates, and selecting applicants who participate in presenting green ideas when they were consumers in their community.

## **3 Green Training and Development**

Environmental training provides managers and subordinates with the skills and knowledge required in preparing and arranging to increase environmental awareness by learning best green practices. Green training means providing workers with the basic skills to raise the level of environmental literacy, and participating in environmentally friendly initiatives whose main results are gaining the latest knowledge that motivates workers to achieve high performance and face challenges and changes in different workplaces. Green training means providing

workers with the basic skills to raise the level of environmental literacy, and participating in environmentally friendly initiatives whose main results are gaining the latest knowledge that motivates workers to achieve high performance and face challenges and changes in different workplaces.( Aykan,2017)

In this regard, it should be noted that all levels of the organization should be involved starting with the senior management responsible for identifying their needs affecting future business, such as global warming and carbon waste, as well as focusing on the green consumer and clean production processes. Usually green training and development programs aim to achieve three goals that are shown in Figure (4).



**Figure (4): The goals of green training and development in the organization**

The green training and development process should include programs, workshops, seminars, courses and presentations that develop and help employees gain knowledge in clean management skills. Training education content must be developed to increase capabilities and skills in environmental management, green health and safety management, energy efficiency, waste management and recycling. Training supervisors should also use more online study material to reduce travel and study cases instead of printed flyers, books, brochures, and large booklets to reduce paper use. (Hosain& Rahman,201 )

The researchers believe that environmental training is one of the most prominent tools for developing human resources and facilitating the transition to a more sustainable society by achieving two goals. The first is to teach employees the environmental policy of the organization, and the second is to change individual and group behaviors so that workers are more aware of the relationship with the environment and focus on innovation and creativity practices, training methods, green activities and events, and guidelines for global ISO standards in the field of quality and the environment.

Green training and development usually goes through five stages agreed by most researchers, namely:( Teixeira,et,al.,2016)

Analysis of gaps and training needs that include responsibilities and duties for green activities;

**A.** Defining the trainers precisely to the workers and seeking the help of external sources in the event that there are no internal trainers;

**B.** Providing and making available the required material side and materials needed to communicate green ideas to workers;

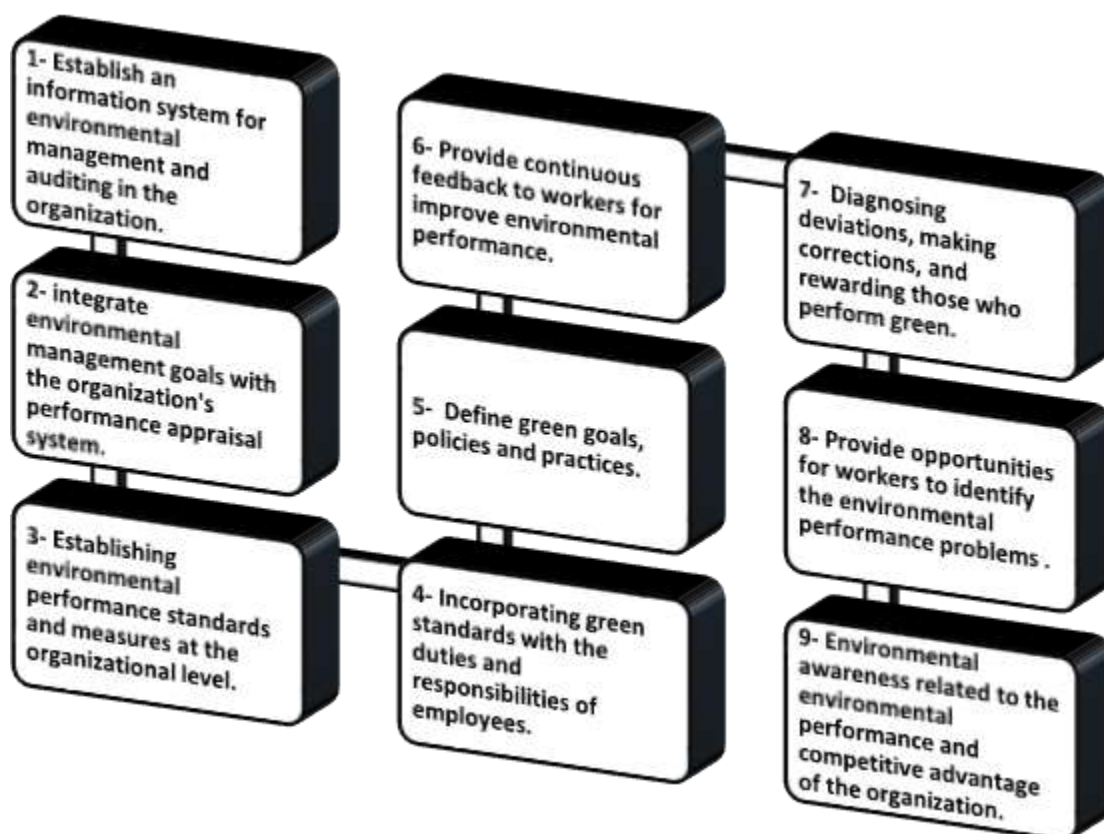
**C.** Conduct a sufficient evaluation process for the employees 'performance after participating in the training courses and determine their satisfaction with them;

**D.** Determining the extent of the workers' ability to apply green knowledge in daily work after obtaining the skills.

#### **4 Green Appraisal Performance**

It is the process that involves pushing and motivating employees after assessing their performance towards organizational goals. Organizations often seek to integrate environmental policies with performance management and to conduct comparisons and audits with them to identify and address distortions and support the continuous improvement of environmental outcomes. The green performance evaluation process focuses on many issues, most notably accidents and injuries, environmental responsibility, communications inside and outside the business, green information system, and audits of inputs and outputs. Normally, environmental performance standards are measured across different units in the organization for the purpose of comparing and obtaining useful data from managers, the standards cover such optimal use of resources, waste management, environmental auditing, development of information systems, and facilitating environmental learning management. (Deshwal,2015)

It is the responsibility of the Green Human Resources management to integrate environmental indicators in the process of assessing job performance and to observe and follow-up workers 'reactions towards achieving the environmental goals desired in the organization's plans. Feedback plays an important role in enhancing employees' knowledge and skills and drawing the image of environmental behaviors required of them to push them towards continuous improvement. Researchers have identified the effective method of successful implementation of green performance by creating a close correlation between performance management and the green job description, and that specifically includes what is illustrated in Figure (5). ( Ullah,2017)



**Figure (5) The effective method for implementing the green performance evaluation**

Based on the foregoing, the green performance evaluation is a critical factor in managing the human capital of the organization, and it represents the most important tool that helps in highlighting the progress of employee performance to maintain a clean environment, and the need to provide them with the necessary directions to improve their behavior. In addition, a green performance evaluation ensures that workers are aware of their tasks and the issue of improving performance, and therefore do a better job if they are fed back about their progress towards achieving their environmental goals. Therefore, oral and editorial reactions can motivate workers to participate in environmental responsibilities and participate in providing innovative green ideas after they brainstorm and put those ideas previously in the goals of the organization and make it a standard for evaluating their performance.

## **5 Green Rewards and Incentive Systems**

The rewards play a critical role in motivating workers and helping them to engage in environmental management, as well as achieving self-esteem and recognizing the importance of their role in providing environmental initiatives, Research and studies have shown that employee satisfaction is strongly affected by financial rewards if they are paid on environmental bases, one of the results of which is the achievement of organizations that interact continuously with clean environmental issues and adhere to environmental legislation. There are a host of incentives, such as offering a Green Event initiative grant, paid vacations, gifts and gifts in kind, praise and thanksgiving books,

prizes and shields, dinner parties, advertising models, and a green benefits card that allows workers to purchase green products. (Renwick,et.al.2012)

Green motivation is one of the main elements that maintain and attract workers towards achieving the goals of the organization. Organizations that offer green rewards for the performance of their members are more inclined to follow clean practices and their commitment to the environmental management program when it provides them with an incentive as a result of their environmental responsibilities and acquiring new green skills. In any case, there should be remuneration policies to motivate and retain workers, and to encourage and develop new capabilities that can help achieve key goals in recycling, reducing waste and reducing devastate. Recent studies have confirmed that workers 'commitment to environmental management programs is high when they are provided with rewards and incentives in exchange for duties related to environmental responsibilities, and those organizations with environmentally friendly performance are pushing their chief executives to provide more success in their business. (Sigh et al., 2017)

Green rewards and incentives have become the most powerful way to link the interests of the organization to the interest of workers, and poorly designed wage practices may lead to inappropriate worker performance behaviors. It is also important to recognize that poorly designed incentives do not encourage workers to report environmental problems for fear of being punished. Rewards and returns should stimulate an individual's changing behaviors towards green performance because organizations will benefit from green human resource management practices to reduce waste and comment on errors, and open Constructive criticism, and warnings are issued in order for workers to make environmental improvements.(Margaretha&Saragih,2013)

## **6 Green Health and Safety Management**

The Green Occupational Health and Safety management represents a comprehensive approach towards achieving the complete well-being of workers in the workplace by adopting procedures related to the work environment that includes their protection from injuries and material accidents. To ensure a healthy work environment and raise the morale of workers, a green space must be created in organizations with trees and plants, prevent smoking in buildings and offices, and provide natural fruits and vegetables in human resource meetings in an effort to create a healthy work climate that can motivate workers for high performance. What is required of the organization is to create comfortable, healthy spaces that help economic prosperity. Green buildings include a group of operations, organizations and individuals who implement green practices, identify opportunities for improvement, and develop and deploy tools that provide a safe and stable work environment. (Hosain& Rahman,2010)

Therefore, it is necessary to play the main role to ensure a green workplace for all, environmentally sensitive in terms of efficient use of resources and the achievement of social responsibility to reduce employee stress and occupational diseases caused by the dangerous work environment. Carrying environmental management costs that will lead to improvements in employee health and enhance the image of the desired organization . Usually, job design according to environmental standards helps provide safety for workers, reduces pollution, improves renewable energy efficiency and wastewater management.

Today, organizations have become increasingly aware of the role that green health and safety management practices play in reducing costs, increasing employee efficiency and protecting them from exposure to

environmental accidents, by providing safety requirements and guidance, and mapping out the correct method of work. The presence of adequate ventilation and lighting in a clean work environment also encourages innovation and creativity.

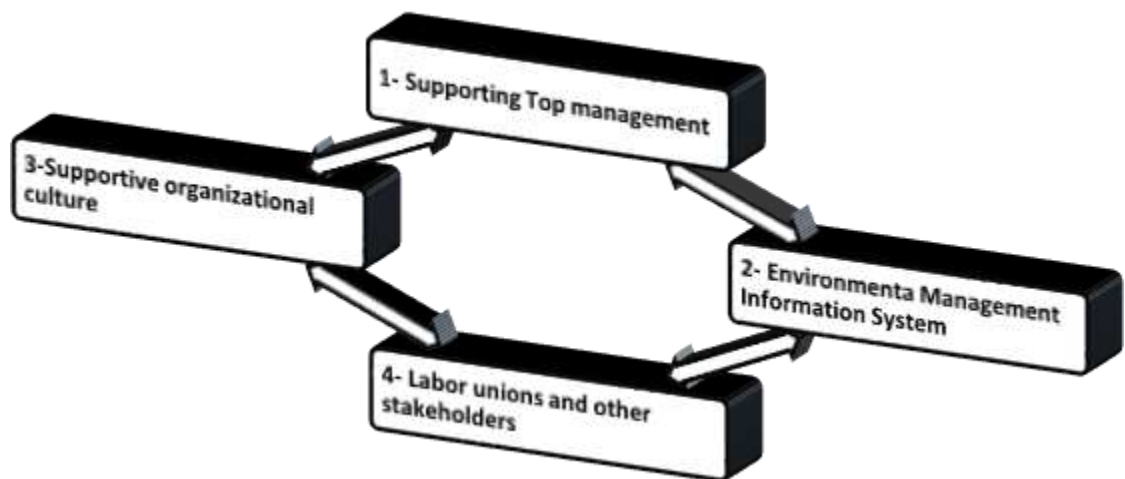
## **7 Green Employee Discipline Management**

The management of Discipline has become a tool for self-organization of workers in activities to protect and preserve the environment by working with a clear set of rules and regulations that organize their tasks in the field of the environment in line with the environmental policy of the organization. If the individual violates the environmental rules and regulations, disciplinary measures will be taken against him (warning, warning, salary cut, and dismissal). Issues of imposing penalties for non-compliance with the objectives of environmental management are commensurate with the issue of modifying the environmental behaviors of retarded and hard-working workers, accompanied by criticism and comments before taking any penalty against them in the case of violating environmental instructions. It is preferable, when applying green discipline, to observe the following: (Arulrajah, Opatha & Nawaratne, 2015)

- A.** Drafting and publishing codes of conduct related to green policies and programs;
- B.** Determine the set of rules and regulations governing workers in the field of environmental protection;
- C.** Determine the penalties that are imposed when non-compliance with the objectives of environmental management;
- D.** Developing a progressive disciplinary system to punish workers who violate the green code of conduct;
- E.** Implementing the Green Discipline management as a tool for self-regulation of workers, not to harm employees;
- F.** Follow the environmental rules and regulations regulating disciplinary measures against violators of the environment.

### **• Second requirement: Requirements for the application of green human resources management**

Figure (6) shows the most important requirements for the application of human resources management in environmentally friendly organizations committed to social responsibility. (Lather & Goyal, 2017)



**Figure (6): Effective application requirements for (GHRM)**

**1 Supporting top management:** It is the most important element in implementing and sustaining the environmental management system through its commitment to setting environmental policy and setting a vision and directing the efforts made by the organization to achieve it, while adopting green practices in its human resources that can lead to waste reduction, providing environmentally friendly products and achieving Continuous environmental performance improvement. Support for senior management is seen as the strongest indicators that motivate human resources towards the green direction of the organization and the need for change to keep pace with developments in the work environment. Usually, the initiative is taken by the CEO who promotes this idea among departments, enhances the benefits resulting from it, realizes the sustainability of its resources, and encourages workers to modify their behaviors in a way that is consistent with preserving the environment.

**2 Environmental Management Information System:** The system of information and organizational audit helps to integrate the objectives of environmental management with the performance appraisal system in the organization, in addition to setting environmental performance standards against which the job performance of workers is measured. This is reinforced by providing feedback to workers or the differences that achieve environmental goals, and entering and storing information in the system for official evaluation for all workers for reference in the future in order to make decisions regarding training or promotion.

**3 Supportive organizational culture:** Organizational culture plays a distinctive role in adopting green concepts and workers' recognition of them, conducting a process of monitoring and evaluating performance in accordance with environmental standards, analyzing employee behavior, and building the necessary strategy in implementing green human resource management. The formation of green values is often based on various elements of green knowledge and customs, and improving the image of the organization in society. Perhaps it is useful to mention that the nature of the culture present in the organization usually determines the desired results and benefits from the application of green human resources management. Therefore, it is desirable to integrate environmental management into the culture of the organization to be more green and raise the slogan "green and competitive", to give members the identity of belonging to the green organization, facilitate collective commitment that will result in sustainable development, enhance the stability of the social system and work environment, and shape environmental behavior by helping members to They understand their surroundings.



**4 Labor unions and other stakeholders:** pressure from unions, the government, and consumers, as stakeholders, plays a role in implementing green human resource management practices. There is a relationship between these pressures and the implementation of practices, because the success achieved is calculated according to the leadership of the organization. The focus of efforts should be on supporting environmental issues on the pretext that an effective green response allows organizations to develop internal and external resources and improve environmental performance through external openness and access to human competencies. Stakeholder theory helps create a sustainable human development strategy and change management, and sometimes organizations respond to pressure from trade unions because of their role in providing human competencies and skills needed in applying green practices for human resources and assisting the government in legislating laws and regulations that impose the application of green concepts to protect workers. And customers and keep pace with the development in the work environment.

### **Third requirement: Challenges in applying green human resource management in organizations**

Contemporary organizations often face many challenges in their application to manage green human resources, the most prominent of which are: (Deshwal, 2012; Margaretha & Saragih, 2013)

1 Difficulty changing employee behavior in a short period of time and directing it towards uncompromising practices;

2 Difficult to make all employees equally motivated to participate in activating green human resource management practices in the organization;

3 The issue of developing a culture of green human resource management as a whole is a cumbersome, complex and far-flung process in the organization and its various departments;

4 Green human resource management requires high investment in funds in the first stage and a relatively slow rate of return;

5 Sources of obtaining talented workers and identifying green talent are a very difficult task at first sight;

6 Difficulty measuring the effectiveness of green human resources practices in workers behavior, attitudes and value system;

7 Difficult to provide green structures and green tools, and to choose and develop leaders who direct the work of the green organization;

8 The cost of implementing green human resources management can be very high, accompanied by the difficulty of supporting decision-makers in investing in it;

9 Lack of available knowledge regarding green human resources management and lack of skills and associated experiences.

### **▪ The third topic: Organizational issues and variables related to green human resource management**

There are many issues, problems, and administrative, organizational and societal variables associated with managing green human resources, some of which are related to initiatives, the competitive advantage of the business organization, green employee behaviors, good organizational citizenship and sustainable human development.

• **First requirement: Green human resource management initiatives**

The green initiatives outlined in the official document for human resources management are part of the long-term responsibility of the social organization, which is represented by four illustrated in Figure (7), which are:( Boselie&Paauwe,2001)

**1 Green building:** Most organizations in the industrialized countries have chosen green building for their work and offices instead of traditional offices in a way that meets the criteria for reducing the exploitation of natural resources that are used in their establishment, while including some strong characteristics related to green practices, such as energy saving, energy renewal, Rainwater management, as well as providing simple and beautiful civil and architectural engineering appropriate in terms of cost, efficiency and beauty.

**2 Paperless office:** Most business in offices is managed in paper form but with the progress and development of information technology, paper consumption has been greatly reduced, so that e-business and e-learning have changed methods and procedures, converting them into paperless offices. Paperless offices prepare workplaces where paper use is either restricted or canceled by converting important official documents and necessary communications to automated work. Such a practice greatly reduced paper consumption, time, cost, procedures for printing, reproduction, storage, and preservation of paper.

**3 Conservation of energy:** Energy conservation in offices affects efforts to provide environmentally friendly services more effective, such as requiring workers to turn off personal computers, televisions and lights when leaving, use (100) of alternative renewable energy and benefit from solar lighting and ordinary lamps with little clouds Of electric power, as well as the increased use of public transportation, and the reduced carbon trace of their cars.

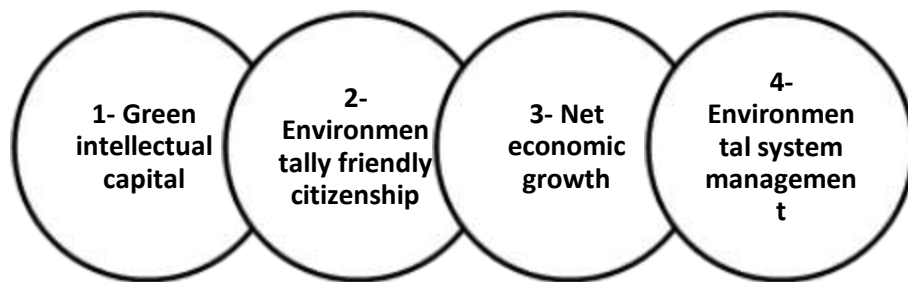
**4 Recycling and waste disposal:** Recycling is a method for treating the used materials (waste) and converting them into a new product that can be used, in addition to reducing the use of raw materials that can be used by another in making new products. The recycling initiative saves energy and reduces the amount of waste thrown in the trash cans, thus making the environment cleaner and the air freshest to increase the amount of recyclable products and reduce the amount of waste. In many European organizations, a human resources specialist has been appointed to perform the task of making recycling programs for the organization and monitoring office temperature, as well as working in the form of (reduce, reuse, recycle) to conserve the environment. (Lather & Goyal,2017)



Figure 7: GHRM initiatives

• **Second requirement: The relationship of green human resources management with competitive advantage**

Green human resource management is the main source of business growth and is the driving force behind change and renewal. The organization's competitive advantage can be obtained by managing its green human resources through its possession of four vital areas: green intellectual capital, environmentally friendly citizenship, net economic growth, and management of the environmental system, as shown in Figure. (8)



**Figure (8): The vital areas of competitive advantage under green management**

**1 Green intellectual capital:** represented by the total stock of intangible assets, individual and collective knowledge, intellectual property rights, accumulated experiences, innovation and commitment of employees to protect the environment. The competitive advantage can be obtained from green initiatives undertaken by the individual, group, structure, customers, and stocks of the organization's active relationships with suppliers, members of work networks and partners on environmental management and implementation of green concepts in the organization. (Chang& Chen,2012)

**2 Environmentally friendly citizenship** Good organizational citizenship has become more important to advocates of environmental protection and preservation, as it includes a system of green values and ethics (including justice, fairness, honesty, commitment and respect) that workers in business organizations adhere to reduce environmental impacts, ensure environmental rights, and direct responsibility for the integrity of shared resources It is of public benefit and refinement of the personality of the workers towards the application of green practices in a sound manner affecting the enhancement of its competitive advantage.

**3 Net economic growth:** economic growth (in its financial, social and environmental dimensions) ensures the continuation of natural resources in providing environmental services necessary for human well-being for workers through green human resource management practices in their implementation and creating a conviction for customers to buy green environmental products by relying on renewable energy and technology Clean, advanced and create suitable and efficient job opportunities for talented and creative people contribute to create competitive advantage for the organization. (Reilly,2012)

**4 Environmental system management:** There are many reasons that require the organization to adopt green management, most notably pressure from stakeholders, developing competitiveness capabilities,

managing costs, improving product quality, and generating new processes. This is confirmed by the environmental standard (ISO 14001) as a set of initiatives that mitigate the effects of productive and organizational processes on the environment by applying standards for zero defects, life-cycle assessment, waste recycling, and personnel training.

- **Third requirement: Green employee behaviors**

Workers are the key to success in applying green human resource management and the organization's accreditation of the green ecosystem through a close, complex interaction between personal, social, organizational, administrative, situational, cultural and structural factors. Green HRM policies and programs usually focus on individual learning and the acquisition of knowledge and skills by participating in specific training programs in the field of environmental issues.

Environmental performance picture mapping is closely related to employee behavior and attitudes and motivating them to work in a clean and healthy work environment in the organization. Green human resource management often needs workers who have practice and experiences in the public and private life of society and the organization, as well as their high performance in supporting activities that promote environmentally friendly behavior and the optimal use of resources in the workplace. (Muster&Schrader,2011)

Researchers stress that the green employee's behaviors are affected by six fundamental dimensions in the organization that sponsors the environment and is accredited to manage green human resources, namely: (Millara,et,al.,2015)

Creating appropriate inputs and using them effectively in terms of reducing their costs and adopting environmentally friendly behaviors and ensuring the implementation of international standards (ISO 14001);

**1** The presence of the individual tacit knowledge acquired by employees as far as the relationship is closely related to the production and operation process, and their participation in providing ideas and proposals for environmental improvement;

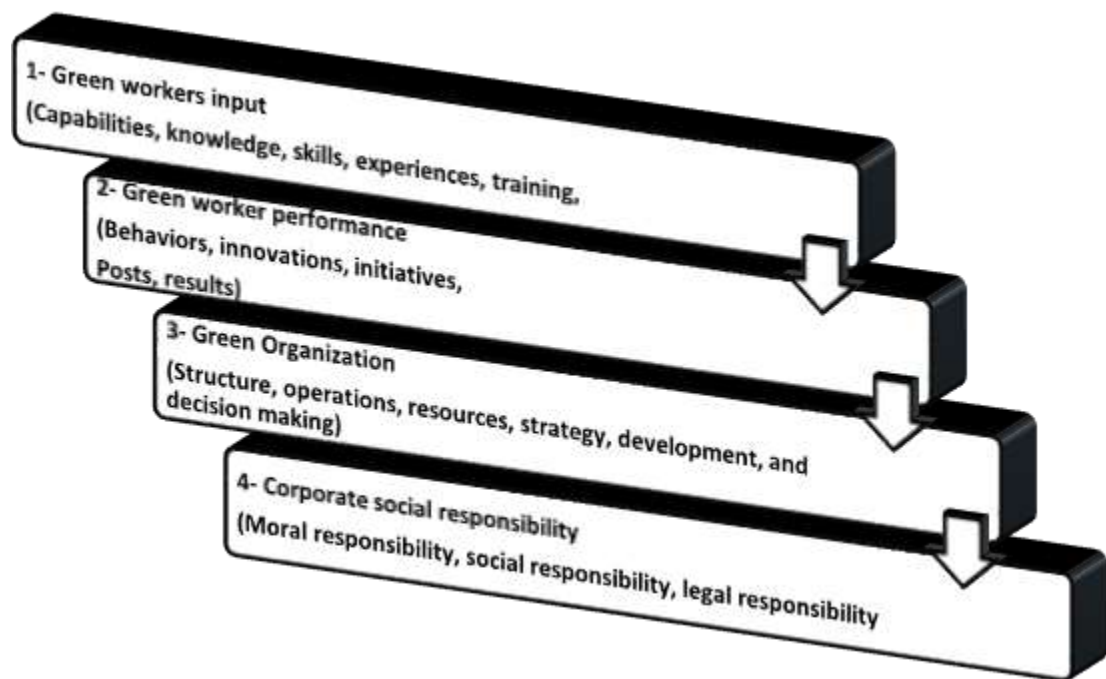
**2** Developing the differential organizational culture that supports environmental efforts in the workplace, generating green ideas to face difficulties and solving the problems of losses resulting from environmental complexity and waste recycling;

**3** Creating environmental initiatives that help in evaluating the performance of green workers at work in terms of creating and bringing ideas to address environmental problems, and taking into account the proper application of them at the appropriate time and place;

**4** The contribution of workers in the environmental management practices of the organization in terms of achieving the objectives of quality environmental performance, and the level of functional behavior in support of green practices by them;

**5** Resolving organizational conflicts and facing job stress arising from dealing with the environmental management system, lack of experience and inefficiency of some workers.

Figure (9) shows the responsibility of workers in achieving the green goals that flow in dealing openly with the social responsibility of the organization and how to motivate and involve them in reducing environmental accidents. (Ullah,2017)



**Figure 9: Ethical Responsibility for Green Worker Behavior in Business Organization**

#### **Fourth requirement: The role of business organizations in creating green jobs**

The transition to an environmentally sustainable knowledge economy has created new jobs called green jobs in business organizations that play a vital role in their development and construction with sound global environmental standards. The researchers agree to define green jobs as those that provide products and services used for non-harmful renewable and alternative energy sources, reduce environmental pollution, sustain natural resources and energy, and recycle waste and others that can be created for the purpose of reducing the environmental impact of any operation in the organization. Jobs are an opportunity for individuals to work in green spaces that include detoxification and waste lifting from the environment, retrofitting of buildings with solar panels, clean lighting and organic farming. (McClelland, 2010)

Green jobs in organizations are usually distinguished by the following characteristics: (Mendonça et al., 2010)

- 1 Linked to environmentally friendly products and services that support the health of workers;
- 2 Linked to all levels of education, skills and experience at the organizational structure level;
- 3 Linked to providing workers with living wages and achieving preventive and curative health benefits for them;
- 4 Linked to developing job offer needs in organizations and facing unemployment and poverty in society.

In any case, creating green jobs in developing economies is a way to attract individuals from poor and undeveloped societies to decent work and generate it through qualification, education and training in the knowledge

and skills necessary to produce environmentally friendly materials and achieve sustainable human and social development. In addition, green jobs can contribute to reducing the need for energy and raw materials, reducing waste and waste, environmental pollution and avoiding greenhouse gas emissions.

By creating green jobs, business organizations can be encouraged to use environmentally friendly practices, most notably: rationalizing water use, collecting and treating sewage and waste materials and reusing them in garden irrigation, rationalizing the use of paper, electricity, renewable energy sources, preserving the work environment, and creating an organizational culture conducive to dealing with The environment sincerely without losses.

## II. Conclusions

The researchers reached a basic conclusion that green human resource management means the presence of employers, managers and workers who understand the importance of sustainability and increase levels of mastery of administrative business decisions with a comprehensive perspective that helps in finding creative and innovative solutions to pressure the emergence of problems related to the internal environment of the organization and outside it in society. Green organizations become the most preferred to obtain and maintain talent and potential creators who not only have an understanding of environmental sustainability, but also business practice that meets the requirements of the organization achieving a competitive advantage. The application of green human resources management in the organization also helps in retaining workers who have low turnover rates compared to their counterparts in non-sustainable organizations, as well as increasing sales, reducing costs and improving product quality.

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