

The Perceptions of Green HRM Practices at a Selected Rural Institution of Higher Learning

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Abstract: In the past, the success of organisations was strongly dependent on promotion of economic value. However today, organisations can no longer sustain their long-term survival solely through economic factors. Environmental management has recently been demanding recognition, whereby corporations integrate environmental management into their Human Resources Management practices (HRM, resulting in the emergence of Green Human Resource Management (GHRM). There are debates and uncertainties on how environmental management can be incorporated into the traditional HRM practices and be effectively implemented in the organisation. This paper was aimed at scrutinising the Human Resources (HR) professionals' perceptions of GHRM at a selected institution of higher learning, with the intent to broaden up scholarly literature on the phenomenon. A qualitative research approach was adopted in this study. The study was descriptive in nature, as attempts were made to describe the HR professionals' perceptions of GHRM practices and processes prevailing within their institution. Semi-structured interviews were conducted from a convenient sample size of 19, drawn from a population of 32 HR professionals. The collected data was transcribed word-for-word, and data was captured in an Excel Spreadsheet. Thematic analysis was used to analyse data. The results revealed that majority of 94.7% have limited understanding of GHRM, 84.2% identified benefits of GHRM, GHRM practices prevalent within the institution and those they wished should be incorporated with current HRM practices; 89.5% identified challenges of GHRM; while 15.8% seemed to have no knowledge and interest in GHRM. The findings propelled management to communicate about the prospective organisation's GHRM initiatives.

Keywords: Environmental management, Human resource management, Green HRM, Sustainability

1. Introduction

Studies showed that non-green organisations are confronted with a threat of losing competitive advantage as more organisations are moving towards an environmental organisational culture; hence green human resource management (GHRM) emerged (Sharma & Gupta, 2015; Yadav, 2017; Mohammad, Bibi, Karim & Durrani, 2020). It is not surprising that in the twenty-first century, organisations continuously seek ways to integrate environmental factors into their human resource management (HRM) practices (Abdull, Mohamed & Osman, 2015; Sharma & Gupta, 2015).

Environmental management involves deliberate practices relating to the use and conservation of natural resources, protection of habitats and control of hazards, spanning the field of environmental management without regard to traditional disciplinary boundaries (Sharma & Gupta, 2015). The significance of environmental management pressurises organisations to become conscious about the rising importance of the incorporation

of environmental management and human resource management, acknowledged today as GHRM (Hiba, Ayham & Jaaron, 2016; Stahl, Brewster, Collings & Hajro, 2019). Abdull *et al.* (2015) regard GHRM as the policies, practices and systems that transform employees' behaviour and attitudes for the benefit of a green-conscious society, environment and businesses. GHRM is concerned with achieving environmental goals and simultaneously sustaining the organisation's survival by providing a competitive advantage (Singh, Giudice, Chierici & Grazian, 2020).

The significance of GHRM is accompanied by factors such as financial performance, stakeholder pressure and corporate image (Molina-Azorín, Claver-Cortés, Pereira-Moliner & Tarí, 2009). These factors are interlinked because the corporate image of an organisation is perceived to be instrumental in attracting investors and customers, which on the other hand also determine the financial position of the organisation (Molina-Azorín *et al.*, 2009). It is apparent that for organisations to survive and maintain the long-term sustainability, GHRM is viewed as one of the competitive strategies to be considered

(Sharma & Gupta, 2015; Yadav, 2017; Mohammad *et al.*, 2020). However, there seems to be concerns that organisations are facing some difficulties in terms of how environmental management can be incorporated in traditional HRM functions and be effectively implemented (Marcus & Fremeth, 2009; Jackson, Renwick, Jabbour & Muller-Camen, 2011).

2. Problem Statement

Historically, organisations had to rely solely on the promotion of economic value in order to be successful, however today, organisations have realised that it is no longer adequate to sustain long-term survival by merely concentrating on economic value (Cherian & Jacob, 2012). The reduction of ecological footprint and environmental management has become the most important aspect for organisations, including HR departments. However, the implementation of GHRM functions appears to be a lengthy, complicated and expensive process for most organisations (Sarkis, Gonzalez-Torre & Adenso-Diaz, 2010).

There seems to be very limited scholarly work with a definite emphasis on GHRM, hence GHRM remains juvenile and less acknowledged (Renwick, Redman & Maguire, 2008; Muster & Schrader, 2011; Yadav, 2017; Janaka, Xu & Xiaobing, 2018; Rawashdeh, 2018). Scholars stressed that there are both theoretical and empirical gaps in relation to GHRM (Muster & Schrader, 2011; Renwick, Redman & Maguire, 2013; Yadav, 2017; Janaka *et al.*, 2018). Such gaps are inclusive of an informative guide on the emergent literature, GHRM scope and process

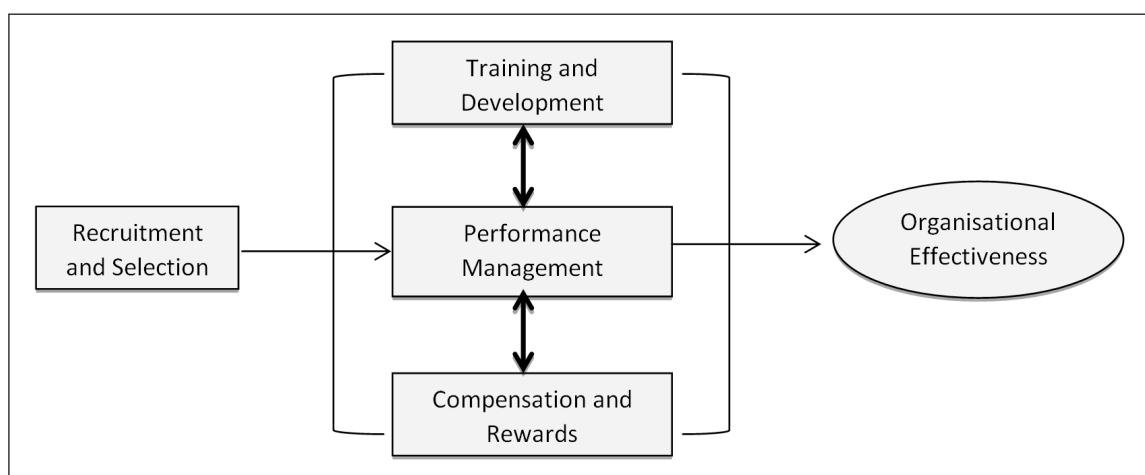
model (Renwick *et al.*, 2013). Although GHRM has been viewed as effective and profitable since early 2000, employees' perceptions towards GHRM and environmental efforts seem to be ill-informed (Lee, 2009). Ren, Tang and Jackson (2018) recommended that future research should focus on employees' perceptions of GHRM practices in an attempt to foster and persuade pro-environmental attitudes and behaviour. The Thomas theorem suggests that one's subjective interpretation directly influence one's behaviour (Lee, Wu & Yang, 2019), hence Wang, Kim, Rafferty and Sanders (2020) asserted that shared perceptions of HR practices shape employees' outcomes. Therefore, this study was aimed at investigating HR professionals' perceptions of GHRM at a selected higher education institution in a rural setting.

3. Literature Review

3.1 The Importance of HRM

Nel and Werner (2014:3) defined HRM as the "development and application of policies, systems and practices and procedures aimed at influencing the thinking and behaviour of people towards the vision and strategy of the organisation while at the same time satisfying personal needs". Effective HRM is considered important for every organisation to be successful (Rubel, 2019; Tiwari, Srivastava & Kumar, 2019). The Fombrun Model of HRM assists to explain the nature and significance of HRM as depicted in Figure 1 (Tiwari *et al.*, 2019). According to the Fombrun Model, HRM involves four main functions that are central to the significant role that it enacts

Figure 1: The Fombrun Model of HRM



Source: Tiwari *et al.* (2019: 60)

within an organisation, namely; recruitment and selection, training and development, compensation and reward as well as performance management. These functions basically shape the organisational structure of any corporation, and organisations prioritise according to their level of importance (Razab, Udin & Osman, 2015; Tiwari *et al.*, 2019).

Concerned with appointment of skilled employees who share the same vision with the organisation, recruitment and selection is regarded as the primary concern of any business organisation because the function considers the long-term competencies of the organisation (Siegel, 2009). Training and development is a key function utilised to educate members of the organisation, from top to lower level employees in order to develop required skills and knowledge for the implementation of the organisational strategy (Özen & Küskü, 2009). Therefore, HR department generates the most valuable assets with the required knowledge, skills and abilities for the organisation.

Compensation and rewards function is a mechanism utilised to influence employees' efforts towards their duties and responsibilities within the organisation (Razab *et al.*, 2015; Tiwari *et al.*, 2019). Accordingly, competitive compensation and rewards motivate employees to strive towards realisation of the organisational objectives. Performance management function is defined as systems used to convey organisational goals, strengthen individual accountability for attaining those organisational goals and evaluate individual employees' performance (Anderton & Jack, 2011). Thus, effective performance management system may enhance organisational performance, resulting in gaining competitive advantage.

3.2 Green in the Context of HRM

The integration of environmental management and HRM practices gave birth to the concept "GHRM" (Sharma & Gupta, 2015; Yadav, 2017). The term "green" is concerned with the natural environment, and green in the context of HRM means 'preservation of the natural environment' and 'minimisation of environmental pollution' (Opatha & Hewapathirana, 2019:4). Ren *et al.* (2018:778) regard GHRM as "phenomena relevant to understanding relationships between organisational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems".

GHRM is considered a significant and growing innovative approach of promoting the sustainable use of resources of the organisation (Yadav, 2017). These include environmental-friendly HR practices and the preservation of knowledge capital (Mandip, 2012; Deshwal, 2015). Environmental-friendly practices entail green activities such as recycling, e-filing, teleconferencing, telecommunication, virtual interviews, virtual teams and car sharing or car-pooling, while preservation of knowledge capital relates to imparting knowledge on GHRM through training programs (Dutta, 2012; Mandip, 2012; Deshwal, 2015). Research showed that GHRM practices reduce cost, enhance organisational citizenship for environment and promote green passion (Mohammad *et al.*, 2020).

The twenty-first century is characterised by certain heightened consideration in environmental concerns globally because of harmful repercussions of industrial sites such as pollution, waste materials and toxic chemicals (Renwick *et al.*, 2008; Yadav, 2017; Balakrishnan, Suchithra, Kasturi & Janani, 2018; Stahl *et al.*, 2019). Governments and NGO's around the world decided to take measures against this predicament through the promotion of policies and regulations aimed at decelerating the subsequent consequences, deleterious effect on humankind and the society in general as well as reversing the demolition of natural resources to protect the world with its inhabitants (Shrivastava & Berger, 2010).

Hiba *et al.* (2016) accentuated that the most essential strategic responses to environmental management in organisations requires HR department's imperative role towards organisational change and adaptation of continuous change of the organisations. Therefore, HRM plays a very crucial role in moulding the organisational culture, structure, strategy, as well as development of organisation's policy to influence and support the organisation with regards to the implementation and adaption an environmental-conscious (Balakrishnan *et al.*, 2018).

Scholars suggest that the integration of environmental management and HRM should be through escalation of positive employee commitment and involvement towards the environmental initiatives (Jackson *et al.*, 2011; Renwick *et al.*, 2013). Renwick *et al.* (2013) suggested that the incorporation of environmental management and HRM should be implemented at both strategic and operational levels in order to guarantee success of the organisation.

At a strategic level, the focus should be on building good corporate image in order to attract motivated and competent employees together with a corporate environmental policy necessary for the achievement of the organisations' goals while at an operational level, the integration should be addressed through leadership styles and values that broaden the perception of green organisational performance (Jackson & Seo, 2010; Jackson *et al.*, 2011; Renwick *et al.*, 2013; Singh *et al.*, 2020).

3.3 Incorporating HRM and GHRM Functions

There are different views in terms of how GHRM can be promoted within organisations. It is argued that psychology theories may assist organisations in understanding how to form and endorse environmental initiatives as well as altering employees' behaviour towards taking responsibility in addressing environmental issues (Zibarras & Ballinger, 2011). This can however suggest that going green may be related to individual employees' behaviour rather than the organisational behaviour.

In discussing how HRM and GHRM functions can be incorporated and implemented across different organisations, the four main functions central to the significant role of HRM in line with the Fombrun Model of HRM are outlined (Razab *et al.*, 2015; Mohammad *et al.*, 2020).

3.3.1 Green Recruitment and Selection

Green recruitment and selection is regarded as HRM function that can introduce GHRM initiatives to the prospective employees (Rawashdeh, 2018). Sharma and Gupta (2015) view green recruitment and selection processes as 'smart staffing' that involves recruiting updated, innovative and knowledgeable employees, whose values correspond with the organisation's environmental goals. Guerci, Montanari, Scapolan and Epifanio (2016) regard the incorporation of environmental initiatives policies into the recruitment and selection processes of the HRM as 'e-recruitment' because it is characterised by the use of technology to recruit potential candidates. Ahmad (2015) proposed that in supporting the contemporary green trend, it is of paramount importance that the recruitment and selection processes be affiliated with the environmental-friendly initiatives of the organisation.

A study on green and non-green recruitment practices for attracting job applicants found that a positive

relationship exists between an organisation's corporate image and competent employees (Guerci *et al.*, 2016). Dutta (2012) discovered that when a green corporate image is advocated, the environmental enthusiastic employees are attracted to the organisation. Therefore, successful implementation of GHRM requires organisations to be equipped with the correct and smart drivers of GHRM.

A study on green behaviour change found that several US graduates displayed some considerable interest in occupations that had supportive persuasion on environmental consciousness, and more participants opted for green-friendly employer (Anderton & Jack, 2011). Thus, graduates utilise organisation's environmental performance and reputation as a criterion when making organisational choice. The IPSOS Mori survey revealed that 80% of respondents throughout fifteen developed countries favoured to work for an organisation that has a reputation for social and environmental responsibility (Sharma & Gupta, 2015). Renwick *et al.* (2008) mentioned that green recruitment ensures that the organisations' future employees are not short-sighted and negative towards environmental initiatives.

Deshwal (2015) emphasised that recruiting candidates that possess green bend of mind-set makes it easy for organisations to train and develop as they are already conscious with environmental-sustainable initiatives and environmental basics such as green legislations, conservation, preservation, recycling, and efforts of creating a sustainable world. Consequently, such candidates bring positive attitudes towards the organisation's environmental initiatives and subsequently espouse an environmentally receptive organisation (Guerci *et al.*, 2016).

Green job descriptions containing environmental aspects and interviews covering environment-related questions are considered effective instruments for green recruitment and selection (Renwick *et al.*, 2008; Dutta, 2012; Razab *et al.*, 2015; Guerci *et al.*, 2016; Hiba *et al.*, 2016; Mohammad *et al.*, 2020). Matching the employees' personal attributes to environmental competencies necessary for green tasks and responsibilities within the workplace, use of webcams, teleconferencing and telecommunication for interviewing, as well as task briefings and feedback instead of using papers are considered very useful (Dutta, 2012; Prathima & Misra, 2013; Deshwal, 2015; Razab *et al.*, 2015).

Razab *et al.* (2015) asserted that implementation of the finest green recruitment and selection practices is fundamental to environmentally-responsible organisations, and can aid in attracting talented green recruits to implement organisations environmental management efforts. This eventually contributes to the achievement of the organisation's environmental goals and increases environmental performance.

3.3.2 Green Training and Development

Green training and development concentrates on the development of workers' knowledge, skills and attitudes permissible to prevent deterioration of environmental management (Zoogah, 2011). Therefore, green training and development is a practice that educates the workforce about the values of environmental management, working methods on waste management and energy conservation practices (Tang, Chen, Jiang, Paillé & Jia, 2018).

Green training and development enhances environmental motivation of employees and consequently promotes green participation within the organisations. These include encouraging waste management, recycling, supporting flexible employees' schedules and opting for telecommunicating or teleconferencing, which reduce travelling costs (Jackson *et al.*, 2011; Rawashdeh, 2018).

Green training and development programmes such as online factual courses, workshops, orientation programs and established green team improve the employees' skills and knowledge on GHRM while attaining a sustainable environmental performance and increasing green morale in relation to HRM within the workplace (Zoogah, 2011; Sharma & Gupta, 2015). Online training and development is the most efficient and environmental-friendly practice which reduces expenses relating to venue bookings and accommodation expenses. Furthermore, employees can revisit the training anytime (Mandip, 2012; Razab *et al.*, 2015; Trivedi, 2015; Hiba *et al.*, 2016).

3.3.3 Green Compensation and Rewards

Trivedi (2015) articulated that green compensation and rewards verify employees' involvements in environmental management within the workplace. Thus, incentives and rewards may influence employees' green behaviour by directing them towards organisation's environmental goals. Green rewards should be constructed in a way

that mirrors the management values and commitment on green management while motivating and reinforcing the employees' pro-green behaviours (Jabbour & Jabbour, 2016; Rawashdeh, 2018). Consequently, a corporate green image which forms a prominent part of GHRM will also be facilitated (Sarkis *et al.*, 2010).

Anderton and Jack (2011) asserted that the appropriate green reward system strategy should be inclusive of a compensation plan geared towards motivating employees' efforts and commitment towards the organisation's GHRM goals. Cherian and Jacob's (2012) study on GHRM practices and its effective implementation in the organisation revealed that monetary and non-monetary rewards are equally essential for motivating employees' efforts towards the organisations' green goals.

Green compensation plan may include rewards such as paid vacations to environmental-friendly countries like Japan and Canada in order to encourage innovativeness within organisations from lessons learned from these countries (Daily, 2011). Razab *et al.* (2015) suggested dinner with the executives sponsored by the organisation, daily praises, letter of appreciation from management that demonstrates recognition or a visit by a manager to employee's desk could go a long way. Jabbour and Jabbour (2016) proposed advanced gadgets that could scan or sign documents to promote green behaviours and attitudes.

3.3.4 Green Performance Management

Prathima and Misra (2013) reckoned that green performance management relates to the organisation's performance on environmental standards and their adherences to these standards in terms of the environmental policies on green issues that have been incorporated within the workplace. Thus, green performance management embraces environmental responsibility and values of organisations.

Jackson and Seo (2010) proclaimed that green performance management inspires employees to increase their height of eco-literacy and environmental proficiency within the workplace and simultaneously benefit from such green efforts so as to enhance the productivity of the organisation. Thus, green performance should be aligned with the organisation's goals and strategy to increase revenue or reduce expenses (Renwick *et al.*, 2013).

Sharma and Gupta (2015) found that effective organisations handle green performance management by establishing green information system and corporate-wide environmental performance standards, with the purpose of acquiring useful data on environmental performance. Hiba *et al.* (2016) emphasised that effective green performance management offers valuable feedback to employees and supports continuous progression in the organisation's environmental outcomes.

4. Research Methodology

4.1 Research Design

A qualitative research design was adopted in this study as it enabled the researchers to discover participants' understanding, perceptions and experience relating to the phenomenon under study (Hammersly, 2013). This study is qualitative in nature because rich data on the participants' perceptions and understanding about GHRM was collected through interviews.

4.2 Population and Sampling

The population of this study consisted of 32 HR professionals within the HR department at the selected higher learning institution. The population was chosen based on the imperative knowledge of HR professionals in the execution of HR functions, and HR professionals should motivate employees to become environmental-friendly in organisations (Rawashdeh, 2018). A convenience sample of 19 (59.4% of the population) participated in this study.

Majority of 58% (n=11) of the participants were males while 42% (n=8) were females. Majority of the participants were between 41-50 years (42%, n=8), followed by 37% (n=7) who were between 31-40 years, and 21% (n=4) between 21-30 years. Majority of 90% (n=17) were Black while 5% (n=1) Whites and Coloureds respectively. Majority of 63% (n=12) have been working at the institution for more than five years, 26% (n=5) for a period of 1-5 years, and 11% (n=3) for less than a year.

4.3 Data Collection

The ethical clearance was obtained from the institution. Semi-structured interviews were conducted in participants' offices at their most convenient time. A rapport was established between the researcher

and interviewees. An informed consent to record the interviews was obtained from the participants and a tape recorder was used to ensure accurate data capturing and reliable transcription at a later stage (McMillan & Schumacher, 2014). Each interview lasted for approximately 30-45 minutes. The interviewees were required to authenticate their demographic information before responding to the interview questions.

5. Results and Discussion

The recorded data was transcribed word-for-word into an Excel spreadsheet according to each question; sentences to be used were highlighted and broken down into segments; coding schemes were identified; key and recurrent themes were validated; and then coding schemes and themes were validated and compared in order to ensure credibility and conformability (Bryman, 2012:457-459; McMillan & Schumacher, 2014:397-399). The sub-sections below present the participants' perceptions of GHRM in line with the five questions that guided this study.

5.1 What is your Understanding of GHRM?

The participants' understanding of GHRM was grouped into two themes namely; environmental sustainability (52.6%) and use of technology in HRM (42.1%) as depicted in Table 1 on the next page. This is similar to some aspects of the meanings of GHRM identified in the literature (Yadav, 2017; Ren *et al.*, 2018). However, the participants seemed to have very limited knowledge of technological tools that can be used. 15.8% of the participants seemed to have no understanding of GHRM.

5.2 What are Benefits of GHRM?

Table 2 on the next page provides a summary of extracts linked to seven themes created for the perceived benefits of GHRM. These themes are: productive workplace (10.5%), motivated workforce (15.8%), paperless offices (15.8%), green corporate image (15.8%), enhanced information knowledge (10.5%), reduced costs (15.8%), and promotion of environmental sustainability (10.5%). These benefits are linked GHRM practices that assist organisations to be competitive and maintain the long-term sustainability (Sharma & Gupta, 2015; Yadav, 2017; Mohammad *et al.*, 2020). However, 15.8% of the participants seemed to have no understanding of GHRM's benefits.

Table 1: Participants' Understanding of GHRM

Themes and Percentage	Extracts
Environmental sustainability 52.6% (n=10)	<ul style="list-style-type: none"> • Sustainable use of resources; • Promoting environmental friendliness; • Supporting organisational green culture; • Integrating HRM policies with environmental management.
Use of technology 42.1% (n=8)	<ul style="list-style-type: none"> • Paperless environment; • Technological advancement in HRM; • Online recruitment and selection; • Online training.
No knowledge 5.3% (n=1)	<ul style="list-style-type: none"> • Not sure

Source: Authors

Table 2: Perceived Benefits of GHRM Practices

Themes and Percentage	Extracts
Productive workplace 10.5% (n=2)	<ul style="list-style-type: none"> • Enhanced processes and HR practices within the workplace; • More efficient and effective HR department's performance.
Motivated employees 15.8% (n=3)	<ul style="list-style-type: none"> • High staff morale and reduced absenteeism; • Higher job satisfaction from simplified duties by HR systems; • Demotivated employees may become interested in their jobs.
Paperless offices 15.8% (n=3)	<ul style="list-style-type: none"> • Decreased stress from sorting of papers; • Reduced amount of paper use and eliminating misfiling errors; • Online recruitment and selection will be easier and faster.
Green corporate image 15.8% (n=3)	<ul style="list-style-type: none"> • Promote the institution's image; • Enhance the institution's reputation; • Attracting new investors to the institution.
Enhanced information management 10.5% (n=2)	<ul style="list-style-type: none"> • HR systems will enable easier access to information; • Keeping Information safe; • Producing quality information.
Reduced costs 15.8% (n=3)	<ul style="list-style-type: none"> • Saving money from papers and printing machines maintenance costs; • Saving money on paper and ink through emails, teleconferencing and online applications; • User friendly report-writing tool with customisable fields with single cost for multiple uses.
Promotion of environmental sustainability 10.5% (n=2)	<ul style="list-style-type: none"> • Environmental sustainable workplace and better utilisation of resources; • Contributing to social corporate responsibility initiatives.
No knowledge 15.8% (n=3)	<ul style="list-style-type: none"> • None.

Source: Authors

5.3 What are Challenges of GHRM?

Table 3 on the next page presents a summary of extracts linked to six themes created for perceived challenges in incorporating GHRM practices. These themes include lack of employees' commitment (10.5%), limited knowledge and competencies on GHRM (15.8%), mistrust of HR systems (15.8%), resistance to change (21.1%), lack of top-level

management (15.8%), and costs associated with implementation of GHRM (10.5%). Conversely, 10.5% of HR professionals appeared to be unsure of the challenges of GHRM. Literature suggests that incorporating GHRM should be implemented at both strategic and operational levels to eliminate challenges (Jackson & Seo, 2010; Jackson *et al.*, 2011; Renwick *et al.*, 2013; Singh *et al.*, 2020).

Table 3: Challenges of GHRM Practices

Themes and Percentage	Extracts
Lack of employees' commitment 10.5% (n=2)	<ul style="list-style-type: none"> • Computer illiterate employees may not approve GHRM; • May cause retrenchment for those incompetent or not adapting to changes.
Lack of GHRM knowledge and competencies 15.8% (n=3)	<ul style="list-style-type: none"> • Lack of knowledge about linking environmental management and GHRM; • Difficulties in recruitment employees that are environmental aware; • May appear difficult to change the organisational culture.
Mistrust on HR systems 15.8% (n=3)	<ul style="list-style-type: none"> • There must be backup for HR systems to react to unexpected disaster; • GHRM depends too much on technological advances which cannot always be reliant; • Challenge of confidentiality on online systems.
Resistance to change 21.1% (n=4)	<ul style="list-style-type: none"> • Reluctant staff resisting change; • Employees may not cooperate; • Lack of commitment to change; • Difficulties to change employees' behaviour to green practices.
Costs associated with implementing GHRM 15.8% (n=3)	<ul style="list-style-type: none"> • High investment cost linked to GHRM implementation; • Training employees may be very costly and time-consuming; • Requires effort and commitment to be successful.
Lack of top level management commitment 10.5% (n=2)	<ul style="list-style-type: none"> • Lack of appropriate leadership that values and understands GHRM; • Lack of financial support from the institution.
Not sure 10.5% (n=2)	<ul style="list-style-type: none"> • Do not know.

Source: Authors

5.4 Which GHRM Practices are Incorporated with your Current HRM Practices?

A summary of the extracts linked to four themes created for GHRM practices incorporated with current HRM practices is provided in Table 4 on the next page. The themes are: recycling of paper (15.8%), use of technology to promote paperless workplace (15.8%), HR systems (36.8%), and employee engagement in GHRM (15.8%). However, 15.8% of the participants reported to be unaware of GHRM practices incorporated with current GHRM practices.

It is apparent that GHRM practices incorporated with current HRM practices do not adequately address the four main functions (green recruitment and selection, training and development, compensation and rewards, and performance management) that are central to the significant role of HRM division (Razab *et al.*, 2015; Rawashdeh, 2018).

5.5 Which GHRM Practices do you Wish Should be Incorporated with the Current HRM Practices?

Table 5 on the next page presents a summary of the extracts linked to four themes created for GHRM

practices which participants wish should be incorporated with HRM practices. These themes are: effective and efficient HR systems (36.8%), promotion of a paperless workplace (21.1%), green training (10.5%) and green rewards (15.8%). The identified practices are some of those considered useful in promoting green behaviour at the workplace (Renwick *et al.*, 2008; Razab *et al.*, 2015; Rawashdeh, 2018). However, 15.8% of the participants were not interested in GHRM practices.

6. Contribution, Limitations and Recommendations

This study assisted in examining HR professionals' perceptions of GHRM and added to the limited literature on GHRM. The study was however conducted on HR professionals from one institution, which reduced the richness of the collected data. Research done in a different work context(s) may yield different findings. The sample size was small; perhaps a larger sample could yield a representative perception of HR professionals. It is recommended for future research to explore principles that guide GHRM, consider a larger sample from both public and private institutions, and explore a systematic approach of GHRM implementation as a business strategy.

Table 4: GHRM Practices Incorporated with Current HRM Practices

Themes and Percentage	Extracts
Recycling of paper 15.8% (n=3)	<ul style="list-style-type: none"> • Recruitment and selection section recycles papers; • Outsourcing recycling of paper and waste disposals; • Shredding papers and recycling them.
Use of technology to promote paperless workplace 15.8% (n=3)	<ul style="list-style-type: none"> • Reports are submitted and communicated via emails and conference calls; • Emails are used and only print if necessary; • Payslips are made available electronically.
HR systems: I-Enabler and ITS systems 36.8% (n=7)	<ul style="list-style-type: none"> • Use of HR systems to reduce paper work and create paperless office; • Using ITS system for payroll capturing, staff data and payments; • Online application for leave.
Employee engagement in GHRM 15.8% (n=3)	<ul style="list-style-type: none"> • HR manager recently introduced performance management appraisals to motivate employees; • Selected employees attend workshops to introduce them to new practices and trends in HR; • High performing employee of the year gets a bonus to encourage employees' commitment and innovativeness.
No GHRM practices 15.8% (n=3)	<ul style="list-style-type: none"> • No GHRM practices.

Source: Authors

Table 5: GHRM Practices Wished to be Incorporated with HRM Practices

Themes and Percentage	Extracts
Effective and efficient HR Systems 36.8% (n=7)	<ul style="list-style-type: none"> • Online recruitment and selection as well as online claim processing; • Online job applications and applicants screening; • Electronic overtime and leave securing; • Personal biographical updates online; • Activation of online leave application; • Claiming for overtime payment online; • Combining payroll system with HRIS.
Promotion of paperless workplace 21.1% (n=4)	<ul style="list-style-type: none"> • Reduced paper usage and open spaces in the offices; • Limiting printing and promoting virtual teams and technological practices; • Online surveys and GHRM performance appraisals; • Less utilisation of paper and electronic way of communication and documents submission.
Green Training 10.5% (n=2)	<ul style="list-style-type: none"> • Paperless workshops; • Training and development on GHRM.
Green Rewards 10.5% (n=2)	<ul style="list-style-type: none"> • Rewards systems to encourage green behaviour; • Reward programmes for highly green performing employees.
Not interested in GHRM 15.8% (n=3)	<ul style="list-style-type: none"> • Do not know.

Source: Authors

7. Conclusion

It can be concluded that the HR professionals at the institution have different perceptions with regards to the incorporation of GHRM into HRM, while some seemed over-clouded with uncertainties around GHRM. There are certain GHRM practices that are already incorporated; however the strategy itself has not yet been comprehensively incorporated within the organisational objectives, goals and culture because some were not aware of their organisation's GHRM initiatives. It is therefore recommended for the institution to seek buy-ins from all stakeholders in order to successfully integrate GHRM with traditional HRM and seek expert advice on how to incorporate all dimensions of GHRM.

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