



## **EVALUATION OF GREEN HUMAN RESOURCES MANAGEMENT WITHIN THE SCOPE OF CORPORATE SOCIAL RESPONSIBILITY**

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Received: August 12, 2022

Accepted: October 20, 2022

Published: December 01, 2022

### **Abstract:**

*The increase in environmental problems in recent times points to the need for organizations to have a corporate environmental awareness of sustainability and environmental responsibilities. Environmental awareness practices can also be considered as social responsibility practices. That's why, it is very important that human resources practices support the environmental goals and sustainable resources of the organization and be seen as a corporate social responsibility tool. This study aims to contribute to the field by scanning the conceptual literature on the evaluation of green human resources management and practices within the framework of corporate social responsibility.*

### **Keywords:**

Green Human Resource Management, Corporate Social Responsibility, Green Human Resource Management Practices.

### **1. Introduction**

The rapid depletion of natural resources necessitates organizations to act with environmental awareness. At the same time, global problems such as sustainability, global warming, and rapid depletion of limited resources indicate that organizations should give more attention to green philosophy and environmental management. In this direction, organizations have started to include green management philosophy and green practices in various fields in their management processes.

With the global problems experienced, human resources, which are in a key position in the success of the business, are starting to take on roles outside of their traditional roles. The human resources department, which is seen as a strategic unit, has also started to include green practices more in its management processes, especially in recent years. In this direction, the understanding of green human resources management has started to take place in the functions of human resources management. Green human resource management (GHRM) is concerned with demonstrating environmental practices in the organization and trying to make the organization and especially its environmental practices sustainable as a strategic unit of the organization.

Apart from the traditional roles of human resources, it is expected that one of the roles it assumes will be to adopt the corporate social responsibility approach to employees, which can also be seen as an aspect of green human resources. Corporate social responsibility (CSR) is seen as supporting the implementation aspect of green human resources. In this study, the connection between green human resources management and corporate social responsibility is covered through literature and various researches.

### **2. Green Human Resources Management and Practices**

The relationship between human resources and sustainability is expressed by Ehnert and Harry (2012) at the macro and micro level. According to the macro level, the relations of organizations with the economic and social environment affect society and sustainability. At the micro level, sustainability studies focused on the internal environment of the organization and its most important resource, human resources, are considered important (Kavgacı and Erkmen, 2021). Over time, the context of sustainability and human resources evolves towards green human resources. It is

stated that green human resources management covers human resources practices that address three sustainability areas: environmental, social and economic balance (Öselmiş, 2020).

GHRM is concerned with the environmental dimension of human resource management in order to support the sustainable use of resources (Rani and Mishra, 2014; Renwick et al., 2008; Deshwal, 2015). The GHRM process is expressed in three basics. (1) Recruitment, selection-placement, training and development functions where green talents are developed, (2) employee motivation, performance evaluation and rewarding, and (3) employee participation (Rezaei-Moghaddam, 2016).

### **2.1. Green Recruitment and Selection**

The green recruitment ve selection process considers it important to create a human resource which shares the organization's green values and culture (Chaudhary, 2019). The mentioned function refers to the process of selecting and recruiting individuals who are interested in protecting the environment and who have the behavior, knowledge and skills related to environmental management (Mwita and Kinemo, 2018). If the hired employee is aware of the environment and cares about environmental values, it will create a positive process for the company (Obaid and Alias, 2015). Green recruitment and placement, which also includes the paperless recruitment process (Oncer, 2019), is also important in terms of corporate social performance of organizations (Kavgacı and Erkmen, 2021).

### **2.2. Green Training and Development**

This function can be explained as a continuing training process on environmental issues with the aim of the environmental management goals of the organization. Issues such as legal requirements, employee awareness, high quality, communication with stakeholders, and training of green managers have an important place in the green training development function (Zoogah, 2011; Teixeira et al., 2016; Renwick et al., 2008; Ahmad, 2015). This function also aims to gain competence for green philosophy and environmental management (Chaudhary, 2019). In addition, with this function, employees can take an active role in identifying environmental problems and focusing on solutions, being aware of environmental issues, and developing values in environmental issues (Pham et al, 2020).

### **2.3. Green Performance Management**

Green performance management consists of employee motivation and monitoring activities on environmental issues (Kavgacı and Erkmen, 2021). It is stated that green performance management is important to achieve better environmental performance by attracting and retaining employees who are knowledgeable about environmental issues to the organization (Martins et al., 2021). The green performance management and feedback process motivates employees to engage in voluntary green behaviors that support corporate environmental performance (Chaudhary, 2019). It is stated that evaluating the environmental performance of the employees will increase their responsibilities in this regard, enable them to see their duties holistically and show voluntary green behaviors (Pham et al., 2020).

### **2.4. Green Compensation and Reward Management**

This function is a potential tool to support environmental activities. It is claimed that green behaviors can be displayed by employees by integrating green culture into the compensation and reward management process (Mandago, 2018). This function, which has an important role in the motivation of employees, can be considered as material and moral elements (Oncer, 2019). It is suggested to provide different green awards at different levels in the organization. While green rewards motivate subordinates, they provide recognition to middle management. It is stated that green reward systems are also important in terms of green creativity and innovation (Ghouri et al., 2020).

### **2.5. Green Employee Involvement**

Green practices require significant changes in the coordination and operation process. In this regard, employee participation, skills development and training are important. The involvement of every employee from the highest to the lowest level in the process and the sharing of ideas is a key factor. Recruiting talented employees, creating applications for the development of employees, training processes, controlling and evaluating applications, developing green reward systems are among the important points regarding employee participation (Oncer, 2019: 202).

Another important point regarding employee participation is employee empowerment. It is emphasized that empowering employees is in a positive relationship with various issues such as employee participation in processes,

supervision support, support of organizational culture and information sharing (Kavgacı and Erkmen, 2021: 800). It is also stated that empowering employees creates eco-intrapreneurs (Chaudhary, 2019).

### **3. Corporate Social Responsibility**

CSR, which is considered as a way of ensuring sustainable development (Dubravská et al., 2020), is expressed as the voluntary participation and efforts of organizations for a better social and clean environment (EC, 2002: 5, cited in Uçar and Işık, 2019). Employees are seen as CSR stakeholders and it is claimed that CSR contributes to human capital (Úbeda-García et al., 2021).

CSR is expressed as the integration of environmental and social elements into the activities of the organization by combining them in a balanced way (Strandberg, 2009). According to Mosca and Civera (2017), corporate social responsibility refers to the practices and strategies related to social and environmental benefits implemented for the interests of stakeholders. CSR is seen as a comprehensive business strategy, and attempts to reduce the negative effects on the environment, to solve economic and social problems (Seyitoğulları and Bilen, 2020).

Issues such as motivating employees, acting in accordance with legal regulations, meeting customer expectations, creating a reliable company image are among the objectives to be achieved with CSR (Seyitoğulları and Bilen, 2020). Organizations need to fulfill various responsibilities for purposes of achieve the mentioned objectives and meet the expectations. Carroll's (1991) corporate social responsibility pyramid includes economic, legal, ethical and philanthropic responsibilities from bottom to top, respectively. Continuity and competitiveness in profitability represent economic responsibility. Acting in accordance with the law explains legal responsibility. It is an ethical responsibility for the organization to act without harming the environment and society while realizing its objectives and processes. Voluntary responsibilities for the benefit of society are expressed as philanthropic responsibilities (Çetinkaya Özdemir and Okur, 2020). Organizations need employees to fulfill the responsibilities mentioned above. For this reason, organizations can demonstrate corporate social responsibility in various ways such as employee volunteering and ethical workforce practices (Gedik, 2020). At this point, the active participation of human resources plays a very important role (Úbeda-García et al., 2021).

### **4. Relationship between Green Human Resources Management and Corporate Social Responsibility**

Human resources, which has an significant role in developing CSR awareness and adopting practices, is an important connector for all departments in the organization. Green human resources initiatives are effective in encouraging employees on social responsibility, raising awareness and achieving CSR goals (Sheopuri and Sheopuri, 2015). At the same time, the active involvement and empowerment of employees in the processes is considered as an important result for organizations in the scope of CSR practices of human resources (Uçar and Işık, 2019).

GHRM practices are focused on creating green workers who understand green philosophy, green culture and green values and comply with CSR requirements. The attitudes and behaviors of all employees in the human resources department and the organization are very important in the implementation of CSR projects (Úbeda-García et al., 2021). It's stated that green human resources practices will also encourage green culture and environmentalist corporate culture (Uçar and Işık, 2019). Various studies in the literature show that there are various connections and relationships between GHRM and CSR.

In a study conducted in 150 organizations in China, it was seen that CSR positively affects both green corporate identity and green adaptability. In the study, it is recommended that businesses strengthen their sense of organizational green identity, which will be helpful their sustainable development, and improve their organizational green adaptation capabilities (Song et al., 2019).

Freitas et al. (2020), it is revealed in a study conducted in the automotive and chemical industries in Brazil that GHRM practices positively affect CSR practices. It has been found that performance evaluation, teamwork and recruitment-selection practices are important in increasing CSR performance.

A study conducted with participants from five-star hotels in China reveals that corporate social responsibility and GHRM have significant positive effects on employees' green behavior and performance. In the study, it is suggested that organizations can increase their sustainability with CSR, GHRM and responsible leadership practices (He et al., 2021).

In a study by Malik et al. (2021), it was revealed that GHRM practices and CSR are positively related to sustainable performance. According to a study conducted by Úbeda-García et al (2021) in hotels in Spain, it is suggested that green human resources management also has an indirect effect on the positive relationship between CSR and performance. It is stated that GHRM supports CSR activities in various ways such as developing green skills and abilities, green motivation and green participation.

## 5. Conclusion

Due to increasing environmental problems, the environmental responsibilities that organizations have to undertake are also increasing. Especially in order to reduce the environmental impacts of organizations in their production and management processes, new philosophies, management understanding and practices are needed. For this reason, organizations are investing more in CSR. CSR is a strategic perspective that includes practices on social and environmental issues, creates benefits for the employer brand, empowers, develops and motivates employees. Organizations raise awareness for all their stakeholders with environmentalist corporate social responsibility practices. It supports this with green human resources practices. GHRM, on the other hand, is seen as an organizational tool for corporate social responsibility (Shen et al., 2018).

GHRM can also be seen as sustainable human resources management that includes CSR. Acting with CSR awareness in GHRM and policies is important for organizations to create a socially and environmentally responsible organization. GHRM is seen as part of the corporate social responsibility framework. Green human resources aims to develop environmental and ecological sensitivity in human resources in the organization and to make them aware of how their own behavior can affect the environment. It is stated that green practices motivate the sense of social responsibility of human resources and help protect high-level talents (Öselmiş, 2020: 37). GHRM is concerned with creating human resources that understand and embrace the green values of the organization and are compatible with corporate social responsibility (Sarıyıldız, 2021). For this reason, it is considered important for organizations and managers to carry out corporate social responsibility activities for the environment with the help of green human resources practices.

It is recommended for organizations, managers and practitioners to invest more in environmental corporate social responsibility projects. It is important to apply tests to measure the environmental awareness of candidates in recruitment processes. Reducing paper consumption in recruitment processes and advancing processes electronically can be seen as both a green human resources practice and a corporate social responsibility effort when evaluated from an environmental point of view. Cooperation with various non-governmental organizations and social associations in the field of activity of the organization will be an example of activity in terms of corporate social responsibility. Green culture can be supported by creating green values that emphasize corporate social responsibility awareness, promoting them in the organization and integrating them into systems such as wage management and performance evaluation. Green human resources practices that can increase employee participation are considered important in the realization of CSR practices. Providing environmental trainings to employees in accordance with their duties will also be a way to improve CSR awareness. The creation of green teams will be an important step in the creation of various CSR projects for the environment (Kavgacı and Erkmén, 2021).

It is argued that organizations that benefit from green human resource management practices have lower employee turnover rates by retaining socially responsible employees (Sheopuri and Sheopuri, 2015). It is also stated that CSR can be seen as a way to attract talent, motivate employees and improve recruitment practices (Úbeda-García et al., 2021). In this regard, attracting and retaining environmentally conscious talents will reduce the employee turnover rate and create a positive image of CSR in the eyes of both candidates and stakeholders. In addition to all these, top management support is very important in all management processes. For this reason, it will be important for them to add CSR principles for green culture to the mission, vision, values and goals of their organization. This will enable employees to better understand green human resources practices and the work they do, and to believe in CSR projects. In future studies, it will be useful to examine GHRM and its practices in different concepts and contexts.

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