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To cite this article: Bei Zhang 2019 *IOP Conf. Ser.: Mater. Sci. Eng.* **612** 052022

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Environmental Protection Responsibility of Enterprises: Green Human Resource Management

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Abstract. In recent years, with environmental problems such as climate warming and air pollution becoming more and more prominent, more and more attention has been paid to the sustainable development of enterprises from all walks of life in the world. Therefore, the concept of green human resources management has been put forward by relevant experts. This paper mainly reviews the existing literature on green human resource management. Starting from the formation of the conceptual meaning, this paper explores the inevitability and results of the theory's emergence and development sums up the practice of green human resources management in enterprises in recent years, including recruitment and selection, training and development, performance pay, employee relations, and looks forward to the future research direction of green human resources management.

1. Introduction

With the continuous improvement of human material civilization and the rapid development of economy, environmental problems are also accompanied, and there is a growing trend. At the Third United Nations Climate Change Conference, the Executive Director of UNEP, Solheim, reported on the policy statement "Towards a Zero Pollution Earth", expounding the challenges posed by global pollution. The report pointed out that due to the improvement of living standards and consumption levels and population growth, pollution has become a huge challenge and may further intensify. Pollution mainly comes from air pollution, soil pollution, freshwater pollution and marine and offshore pollution. It has a serious and extensive impact on human health and ecosystem. Environmental pollution is the burden of human practice, and enterprises are no exception. In enterprises, human resources departments also play an indispensable role. In order to achieve harmonious coexistence with the ecology and sustainable development, the implementation of green human resources management mechanism is an effective way.

2. The Concept and Meaning of Green Human Resource Management

The concept of green human resource management originated from the concept of "sustainable development". Human resources, as a special resource, are the most "dynamic" resources for enterprises, which have more value creation potential than the material assets of enterprises. Therefore, in many management departments, human resources management department plays an important role in the environmental management of enterprises. People are more and more interested in green human resource management. The great potential of human resources management in promoting the concept



of sustainable balance has been emphasized in the existing literature, and some implementable ecological practices have been pointed out.

The concepts defined by Wei Jinxiu and Li Xiu [1] are relatively general and broad. They believe that green human resources management is a new management concept and mode formed by applying the concept of "green" to the field of human resources management. Yang Guang [2] and Li Jian [3] link human resources with enterprise strategy, and believe that green human resources management need to support and cooperate with the implementation of enterprise green strategy, so as to gain competitive advantage for the organization. Wan Xi [4] includes the government in the scope of concept definition and emphasized the role of government. He defines green human resource management as a series of activities that affect employees' ability, motivation and participation opportunities through the greening of enterprise functions under the influence of stakeholders and government "push and pull", and then affect enterprise environmental performance. Marcus Wagner [5] links the concept of human resources with sustainable development and environmental management, and believes that green human resources management can be understood as sustainable development-oriented human resources management, which meets the current needs of an enterprise or the whole society through green human resources management, without compromising its ability to meet future needs. Sustainable development of enterprises means not only financial performance, but also social and environmental responsibility. Therefore, the realization of environmental management system may be an important means for enterprises to achieve sustainable development and achieve green human resources management.

3. Necessity and effect of green human resource management

3.1. Organizational level

As shown in Figure 2, the theory of green human resource management guides the concrete practice of human resource management. It can realize the sustainable utilization of organizational resources through human resource management practice, thus promoting the sustainable development of the organization. There is a lot of evidence that green-oriented human resource management measures are crucial to the environmental performance of enterprises. The environmental performance of enterprises refers to the effect that enterprises have achieved in protecting the natural environment beyond the expectations of the society. It involves whether enterprises pay attention to environmental protection issues from a positive standpoint and promote the implementation of environmental friendly human resources management measures, so as to achieve lower costs and higher benefits. On this basis, realize the green competitive advantage of enterprises.

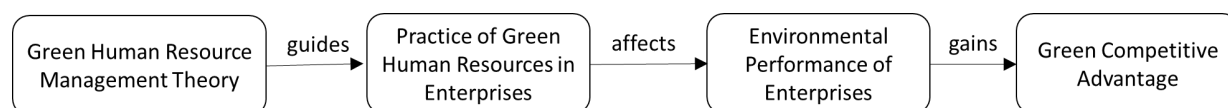


Figure 1. The Transmission Mechanism of Enterprise Green Human Resource Management.

3.2. Employee Level

Employees' awareness of environmental protection is directly affected by green human resources management. Green human resource management can accelerate the change of employees' environmental protection concept, and employees' environmental protection behavior can also be reflected in their work and life. Green human resource management regards employees as the most important resources of enterprises, and advocates that continuous investment in employees is conducive to the improvement of employees' working ability, the improvement of enterprise human capital stock and the satisfaction of employees' sustainable growth needs. At the same time, it regards employees as the purpose of enterprise development, providing employees with safe, healthy, harmonious and competitive working environment, and advancing employees. The cultivation of

comprehensive quality focuses on improving employee's job satisfaction and enhancing employee's sense of dependence and belonging to the enterprise.

4. Practice of Green Human Resource Management

To put the theory of green human resources into practice and create benefits, it is important to improve employees' awareness of green management of energy saving and emission reduction and create a green atmosphere. Based on the previous relevant literature and the relevant theories of human resources, starting from the traditional six modules of human resources, such as recruitment, training, performance management and assessment, salary and welfare, enterprises can improve their environmental performance through green human resources management practices [6].

4.1. Recruitment and Selection

Recruitment is the key basic section of human resources management. It can determine the quality and type of candidates for vacant positions and introduce suitable high-quality talents for the development of enterprises. Many enterprises, especially multinational enterprises, tend to regard green human resource management practices as part of the corporate brand to attract young employees with environmental awareness. At the same time, some job seekers tend to consider organizational values when choosing, and a good image of environmental protection organization has unique advantages in the recruitment process.

Enterprises can add green issues and sustainable development strategies in job descriptions, reflect the organization's environmental and cultural values, and provide new recruits with sustainable development policies and commitments. In recruitment interviews, interview questions can involve the green development of enterprises, in order to tap potential candidates in this area [7]. Recruitment positions should embody a clear sense of sustainable development, so that employees are willing to engage in environmental management, actively expand knowledge of environmental management, and attract employees with environmental knowledge background, especially those positions that directly affect environmental performance. Employers with environmental awareness are more likely to attract employees who prefer green enterprises, and can enhance their motivation to work, give employees competitive advantage in the changing market, thus attracting environmentally conscious customers, suppliers, etc., and reduce staff mobility (because most people are willing to work in this group) to create a harmonious working environment.

4.2. Training Development

When enterprise managers are aware of the need for strategic change and organizational change, training is the most easily considered means, and environmental training can be said to be the most effective human resource management practice for the realization and management of enterprise environmental objectives. Enterprises can turn green issues into the process of employees' socialization [8]. Environmental training not only enables employees to establish environmental awareness through knowledge popularization, but also cultivates core skills of employees' environmental protection. It can effectively change employees' individual behaviour and achieve green behaviour, so as to establish a more harmonious and long-term relationship between enterprises and the environment.

In addition, environmental training need to be stratified and staged [9]. Training should be aimed at all employees, involving all departments and fields, not just related departments and fields [10], including the organization's top management team [11]. Generally speaking, staff training should focus on two aspects: one is environmental protection system and policy, as well as cultural aspects including vision and mission; the other is environmental management skills. In the process of training, we should improve the environmental awareness, skills and professional knowledge of employees, and pay attention to their tacit knowledge about environmental management, such as enterprise environmental protection policy and environmental performance, or set up special training seminars for managers.

The greening of training is not only reflected in the content of training involving corporate environment and social responsibility, but also in the ways of training, such as using distance training, online learning, reducing long-distance travel, reducing costs and saving time; choosing low-energy products such as energy-saving pencils, recycled paper, etc., implementing electronic document training materials, reducing consumables, advocating green behaviour, etc. There are many ways to promote the development of employees' pro-environment behaviour. Perhaps a single employee's behaviour is not important in the green development of the enterprise, but if all employees in the enterprise actively participate in the green construction of the enterprise, the situation will be greatly different [12].

4.3. Performance and Compensation

Compensation is an important and effective means for enterprises to motivate employees, and it is often based on employee performance. Enterprises can subdivide strategic objectives into different levels, formulate performance appraisal index system closely related to strategy, and link salary, so as to ensure top-down strategic unity and realization.

In green performance management, social and ecological benefits (green indicators) can also be incorporated into the performance evaluation index system. For the good performance of environmental responsibility (included in performance evaluation) and environmental friendly behavior within the scope of non-local work, the company should use the compensation system to give economic rewards or incentives to encourage such behavior in the organization. In addition, reasonable incentive mechanism should be set up to ensure the effectiveness. Not only in terms of material and money, but also in the form of praise, awards and other incentives. Many enterprises in the United States often use "recognition awards" to motivate employees in environmental management, such as praise within the enterprise, annual recognition of individuals, teams and departments that reduce waste, and opportunities for relevant employees to participate in environmental rallies and activities [13]. When employees make comments or suggestions on the environmental management of the enterprise, the enterprise can also give employees appropriate incentives, but also through skills wage incentives to obtain green skills of employees.

4.4. Employee Relations

For any enterprise, the establishment of a positive employee relationship can not only attract and retain good employees, but also improve employee productivity and increase employee loyalty to the enterprise. Therefore, in the context of green human resources management, how to run through the green concept and implement green action in the aspect of employee relationship plays an important role in the development of an enterprise.

Although the green human resource management of enterprises needs to be taken into consideration at the strategic level by the company's top managers, in the process of implementation, the more important thing is that the broad support and participation of employees are indispensable. Case studies in the United Kingdom and the United States show that enhancing employee empowerment and psychological satisfaction are conducive to making better rationalization proposals for environmental management, which is of great significance for the successful implementation of environmental management [15]. Enterprises should encourage a wide range of employees to participate, create a green and harmonious employee relationship, improve the opportunities for employees to participate in green behavior, listen to employees' green suggestions [16], so as to improve the efficiency of the use of resources and enhance the environmental performance of enterprises.

In terms of implementation methods, enterprises can encourage employees to adopt green travel mode, organize low-carbon activities and competitions, and promote the development of green enterprises. For those enterprises with relatively poor centralization and democratic atmosphere, taking appropriate work authorization will increase employees' opportunities and interests in participating in green management and green behavior, mobilize employees' enthusiasm, promote

employees' extensive participation in green environmental protection activities, and also contribute to green technology innovation.

5. Conclusion

After all, it hasn't been long since green human resource management was put forward, and the theoretical research and practical exploration of green human resource management still need to be further explored. In addition, most of the literature is only in theory, and the research is not deep enough. From the perspective of the number of documents and research, the above aspects of green human resource management still need to be enriched and expanded: such as the antecedent variables, mechanism and results of green human resource management, specific case analysis of enterprises, the combination of disciplines, etc. But in any case, the emergence of green human resource management theory is a meaningful exploration and attempt for the development of the entire human resource management theory system.

In general, the implementation of green human resource management in enterprises can effectively help companies establish a green image, thereby further obtaining and determining the green competitiveness of enterprises, so that enterprises ultimately can get competitive advantage, especially in the context of today's environmental protection era, there have been a large number of successful enterprise examples to prove the importance and necessity of doing a good job of green human resource management. Therefore, in the face of the requirement of green and low-carbon transformation of economic development, only by renewing people's ideas and developing people's intelligence and skills can we promote knowledge innovation, make more rational use of the increasingly reduced non-renewable resources and promote the sustainable development of economy and society, which is also the essence of green human resources management.

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