



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2015; 1(12): 951-953
www.allresearchjournal.com
Received: 20-09-2015
Accepted: 21-10-2015

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THE IMPACT OF GREEN RECRUITMENT, GREEN TRAINING AND GREEN LEARNING ON THE FIRM PERFORMANCE: CONCEPTUAL PAPER

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Abstract

The present study is a conceptual paper aims to investigate the impact of human resource management factors like green recruitment, green training and development and green learning on the performance of the firm. The main goal of this study is to make an analysis of the existing literature of human resources management by focusing on three above stated determinants of firm performance. The existing literature in the field revealed a positive influence of recruitment, training and development, and learning on the performance of the firm.

Keywords: Green recruitment, Green training and Green learning

Introduction

The researchers around the globe from a variety of fields including business, public, politics and others have been showing increased interest in environmental issues in current era. The recent agreements to manage climate change e.g. Kyoto 1997, Bali 2007 and Copenhagen 2009 (Victor, 2001) ^[14] are the reason of this recent increased interest in environmentalism worldwide. Keeping in view the dangerous effects of pollution and excretion of toxic chemicals and waste by the industries, the NGOs and the governments around the globe designed policies and practiced regulations to combat or even reverse, in some cases, this negative effect (devastation of natural resources and effects on human life and society) of industrial pollution (Christmann & Taylor, 2002; Shrivastava & Berger, 2010) ^[1, 12].

Human Resource Management (HRM) is a significant area of management that focuses on the most vital asset of the organization i.e. human resources. Sustainability is the focus of almost all areas of study and same is the case with HRM and it is contended that Green Human Resource Management is the vital component of sustainability. Mampra (2013) ^[7] described Green HRM as the practices and policies of HRM for the encouragement of sustainable resource use in businesses and the promotion of environmentalism that would be helpful for boosting the satisfaction and hence morale of the employees within organizations. Green HRM is the practice of philosophies and policies of HRM to promote ecological usage of business resources and prevent any harmful environmental effect arising with the operations of the firm (Zoogah, 2011) ^[19].

This paper proceeds by reviewing existing literature briefly on green HRM followed by the conceptual framework of three determinants of firm performance i.e. recruitment, training and development, and learning of human resource. This study is focused conceptually, therefore, a review is done on the recruitment, training and development, and learning of human resource in the organization.

Green human resources management

With the awareness and sustainable development in the area of environment management, green HRM got special attention in contemporary research. The development of Green HRM is not only the awareness of environmental concern (like, waste reduction) but, it includes the degree of improvement in the economic and social well-being of the individuals as well as organizations (as, enhanced profits and work-life balance). The green HRM is essentially supporting the paradigmatic comprehension of "triple-bottom-line" concept. Stating differently, the green HRM comprises specific practices and policies regarding human resource in line with economic, social, and environmental pillars of sustainability (Muster & Schrader, 2011) ^[8]. Renwick *et al*, (2013) ^[11] asserted that the green HRM area is still very

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young in the body of research. The literature in the field of green HRM is generally western-centered, and, keeping in view the significance of economic development in Asia, this is a big gap in the body of literature. There is a lot of potential in the area of Green HRM, but, practically, the research in the said area is lagging behind, that can be view by the imbalance in the publications from academicians and practitioners. The gap contains the green scope, coverage, a process model and the research agenda (Muster & Schrader, 2011) [8].

Green Recruitment

Foremost is the process of selection and recruitment in certain imperative aspects. Its focus is on the relationship between employees and the management and possible ways for improvement. Its importance is obvious from the fact that the decision to hire a person or not reinforces the entire area of personnel management. Fairness, professionalism and ethical behavior is required in issues regarding exclusion of someone from the organization. Therefore, performance of employees is of crucial importance in this regard (Holtom *et al*, 2008) [4]. It focuses on the identification of the high performing employees and the areas where they may work well.

The organizations are now realizing the fact that the reputation as an employer following green practices is an effective tactic for attracting new talent (Phillips, 2007; Stringer, 2009) [9, 13]. Siemens, Mannesmann, Bayer and BASF are some examples from German firms who use a green image and environment friendly activities for attracting highly-talented employees. In Britain, the Rover Group carmaker, made environment related responsibilities as part of every job and included that in job description (Wehrmeyer, 1996) [15]. Green recruitment refers to the procedure of hiring people having behavior, knowledge and skills of environment management systems in the organization. Wehrmeyer (1996) [15] asserted that process of recruitment can assist firms in producing effective performance including performance related to the environment by ensuring that newly hired staff is aware of the environmental culture of the organization and he/she can maintain the environmental values followed by the organization.

Green Training

Development of attitudes, behaviors, knowledge and skills in the employees that stop the corrosion of environment related attitudes, skills and knowledge comes under the umbrella of training and development (Zoogah, 2011) [19]. Training is considered as the preparation of multi-talented employees that is concerned with the development of knowledge and skills required for innovation (Liebowitz, 2010) [6]. Performance of the organization is also associated with the training and development of employees because training incorporates knowledge and skills in the employees needed to achieve organizational goals and objectives. The

employees must be equipped with the necessary skills in order to perform effectively in the organization. The capability to acquire new knowledge can be produced among employees through training that can be used for innovation and enhanced performance and competitiveness of the organization as a whole. Exploratory learning is associated to a greater extent with organizations conducting training. The skill development and the exploratory learning are the potential means of encouraging innovations in the organization (Zakaria, 2012) [18].

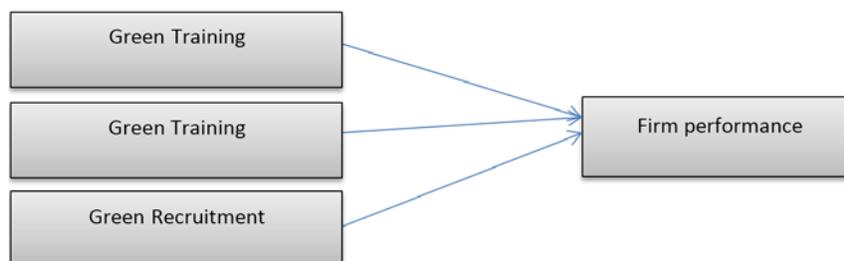
Green Learning

There is a dire need of research focusing the barriers and obstacles to effective environmental training. Insufficient need analysis, poor training provided for the job, poor trainee readiness, lack of perceived or actual commitment in leaders, top management and employees and other related problems are some of the reasons of the need of the initiative of the environmental training (Wehrmeyer & Vickerstaff, 1996) [16]. For example, research studies related to the training readiness revealed that learning opportunities exposure is more effective in case of highly motivated employees who are psychologically ready for learning (Goldstein & Ford, 2001) [3]. Hence, the efficacy of the initiative of environmental training could be improved if the assessment of environmental learning readiness is included. There is also a need of research on the assessment of individual readiness for environmental learning and the ways for enhancing learning readiness of employees.

Firm performance

Conferring to the resource-based view (RBV), organizations set strategies that create value to the firm and produce synergy in the resources of the organization for getting improved productivity in order to get competitive advantage on their competitors (Ployhart, 2012) [10]. Environmental performance can be stated as a gauge of the degree of success of an organization that is engaged in the implementation of environmental programs for reducing the negative effects of its manufacturing processes and waste on natural environment to minimum level (Wong *et al*, 2013) [17]. HRM practices can also be described as the definite human resource processes, programs and systems actually implemented in business enterprises or organizations (Gerhart *et al*, 2000; Huselid and Becker, 2000) [2, 5]. Likewise, green HRM practices refers to the definite green HRM processes, programs and systems actually implemented in business enterprises or organizations for the reduction of negative environmental effects and enhancing positive environmental effects on part of the organizations. The eventual objective of green HRM practices is to enhance the sustainable environmental performance of the organization.

Conceptual framework



Conclusion

The major challenge for the human resource professionals is the understanding of the scope and depth of green HRM in the process of transformation of their organizations to green entities. Ultimately, this effort leads the organization to perform better in terms of environment. Stating differently, greening of HRM functions will eventually decrease negative environmental effects of the organization and helps in enhancing the positive environmental effects of the organization. Training and development, recruitment, and learning play key role in improving environmental performance of the organization. Green HRM practices are of crucial importance in creating, practicing and maintaining environmental related employees' innovative behaviors along right attitude of greening. It is difficult to create and maintain sustainable environmental performance without proper green HRM practices. Therefore, this is stated that the comprehension of the scope and depth of green HRM practices by the organizations is significant and helps organizations to perform better in terms of environment than before.

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