

# Impact of Green Human Resource Management on Employee Behaviour

by

*Ali Halawi, Ph.D. and Wael Zaraket, D.B.A.*

## Abstract

An organization's role is gaining more importance than ever before due to the challenges facing the stakeholders to whom such organizations appeal. When the power structure of the community is highly respected and the approach of the organization becomes more stakeholder-centered, the negative externalities and societal challenges can be lessened. Such negative externalities and societal challenges are abundant in Lebanon, which requires assessing the Green responsibility of Lebanese private companies in preparing their employees to combat these challenges and in appealing to the stakeholders. This study argued that Lebanese private companies can acquire an edge when adopting high Green responsible human resources management, especially in the presence of hyper competition which characterizes many industries. Green responsibility of Lebanese private companies is perceived within the human resource frame via its influence on retaining the employees and creating a noble cause for them. This study attempted to explore the stance of Lebanese companies regarding Green human resources responsibility, seeking to provide simplified general reflections of Green HRM on employee work behavior through taking a model of two Lebanese companies representing diverse industries (A university and a bank).

## Keywords:

Green HRM, Behavior, Performance

## Introduction

Nowadays, there is a great deal of increase in the adoption of environmental social management systems by the corporate sector, making it quite important to identify with the human resources management practices.

Today, there is a need for a proactive approach to environmental management across the world (Gonzalez-Benito, 2006).

Much interest has been paid to environmentalism globally, whether arising from specific agreements to combat climate change ie. Kyoto, 1997; Bali, 2007; Copenhagen, 2009, or from poverty and unemployment resulting from high-profile industrial reforms.

The debate associated with how Green management principles can be implemented effectively in the organization lead us to examine

the integration of the largely separate literatures of Environmental Management (EM) and Human Resources Management (HRM) practices. Over the years, researchers agree that HRM practices have the power and ability to improve and sustain organizational behavior.

This paper aims to shed light on the literature in the area, map the province of the field, identify some gaps, and suggest some potential fruitful future researches. The study also addresses the existing literature based on employee work behaviors and organizational behaviors, specifically on Organizational Citizenship Behavior (OCB) theory due to certain study limitations that reveal the role that Green HRM processes play in people-management systems.

## Background and Literature

### Green Human Resources Management

A universal grant has emerged around the need for environmental management during the past two decades. The corporate sector has increased the adoption of Green management systems where these types of initiatives became an important factor in forward thinking businesses around the world.

Moreover, a much recent interest is paid to environmentalism globally, arising from specific treaties to combat climate change (Kyoto, 1997; Bali, 2007).

Additionally, the need for pro-active Environmental Management increased worldwide and began to spread internationally. In response, scholars from management systems, including human resources, marketing, and many others, have been analyzing how managerial practices in these areas can contribute to the environment.

Focusing on the human resources phase, Coro Strandberg (2009) states that human resource managers are well positioned to play an instrumental role in helping their organization achieve its goals of becoming an environmentally responsible firm – one which reduces its negative and enhances its positive impacts on the environment.

Human resource professionals can be authoritative in realizing the objective of being socially responsible, especially if their organizations perceive successful corporate social responsibility and environmental management as a key driver of their organizational performance. Regarding this issue, firms who seek to manage their employee relationships in an environmentally responsible way must follow a strict guiding strategy to achieve this goal. There is a scarcity of information for the HR managers who see the importance of embedding their firm's EM values throughout the organization, and who wish to assist the executive team in integrating EM into the company's DNA.

Truly, understanding employee engagement is not simply the mandate of HR. The HR's command to communicate and implement ideas, policies, cultural, and behavioral change in organizations makes it central to fulfilling an organization's

objectives to “integrate Environmental Management in all that we do.”

HR participates in the development of processes and systems; however, employee engagement is significantly a shared responsibility. The more the HR practitioners understand their power with respect to EM, the greater their ability to pass these insights along to their business partners towards the organization's objectives in integrating EM throughout their operations and business model.

Moreover, researchers agreed that employees must be inspired, empowered, and environmentally aware in order to carry out green management initiatives.

Regarding the environmental responsibility issue, green is the most beautiful color in the world and it is the color of nature. A walk into nature can ultimately bring us happiness and prosperity. But cruel misuse of natural resources has brought us to a point where our existence on the planet is threatened with global warming and many other problems.

Corporate Social Responsibility (CSR) is the equitable integration of social and environmental consideration into business decisions and operations. Going green is becoming an essential part of this equation, and it is relatively easy to manage.

Managing CSR has always been about building trust. This means engaging customers and stakeholders in a shared purpose. The dimensions of the framework of corporate social responsibility include the management and development of its work force, hygiene and safety in the work area, and the management of the environment and natural resources. Since humans value the quality of the air they breathe, the water they drink, and the social and human world they leave to their children, going green is emerging as a top CSR priority.

Green HRM aims to help an organization carry out its agenda for environmental management to enable it to reduce its carbon footprint and earn human smiles.

Recently, the deteriorating global environment and human values, and the continued emergence of the green movement, had formed a powerful

force which demanded enterprises change their environmental management concepts and establish a green management system. This system includes green production, green technology, and green human resources management.

HRM activities can create “GREEN values” from the perspective of eco-sociological harmony, mainly on the view of “Psychology harmony” that can lead to organizational citizenship behavior. This, however, is a careful behavior that is not part of an employee’s formal job requirements, but that nevertheless promotes the effective functioning of the organization.

Corporations adopting “green/social” HR practices can experience significant impact on the engagement, commitment, morale, and quality of work life and the retention of human capital in the organization since green HRM is emerging as an important thrust area for management which can have an enormous impact on people’s issues in an organization.

## **Green, Go Green and Green Management**

### **Green**

The term “green” or “greening” has different meanings in the context of managing people at work/human resource management (HRM).

- 1) Preservation of the Natural Environment: This refers to all the things in the world which are neither caused nor controlled by human beings, and they include land, forests, plants, animals, and other natural phenomena which are referred to as the natural environment.
- 2) Conservation of the Natural Environment: Care should be taken in using the natural environment so it can last as long as possible. It should be used at its minimum level to enable future generations to utilize it.
- 3) Avoidance or Minimization of Environmental Pollution: This can be achieved by putting a stop to contaminating water, air, and the atmosphere through unpleasant and poisonous substances and wastes.
- 4) Generation of Gardens and Natural Looking Places: This entails creating parks and places which have plants, trees, and grasses.

### **Go Green**

What does GO GREEN mean? “Going Green” means supporting and maintaining the conservation of earth’s natural resources as well as supporting the preservation of your personal resources, i.e. your family, friends, businesses, lifestyles, communities, and your legacy!

“GO GREEN” business means turning unnecessary expenses into notable profits. Its main concept supports rendering better services to your customers. Also, it is more beneficial to your employees in addition to ensuring a greater profitability and sustainability of your business. Across the globe, we are moving from an industrial-based financial system to a talent-based economy.

However, a renewed focus on growth provides unique opportunities for businesses to become green by looking at ways to create new environmental DNA while producing operational savings by reducing their carbon footprint.

### **Green Management**

Gonzalez-Benito (2006) opined that there is a crucial need for an enthusiastic approach towards environmental management across the world. In the late 80s and early 90s, the success of a firm was strongly dependent on promotion of economic value. However, today’s organizations have to consider the reduction of ecological footprints and give importance to social and environmental factors along with economic and financial factors. This is to enable the organization to be successful in the corporate sector thereby enabling attainment of profit by the shareholders (Duggal & Sroufe, 1998).

There is an improved adoption of environmental management systems by the corporate sector and this resulted in the emergence of a new strategy called “Green Management.” Therefore, Green Management was defined by Lee (2009) as a strategy which is adapted by an organization in order to organize the environmental management strategies for protecting and measuring environmental aspects.

Green Management guidelines became a chief factor in forward-thinking businesses worldwide. Corporate green management endorses a high level

of technical and management skilled employees. This is because the company will develop innovation-focused environmental initiatives and programs that have significant managerial implications.

The green movement for protection of the environment has pushed businesses and industries to adopt environment friendly practices and products which are referred to as “Green management.” Green HR is a part of green management philosophy, policies, and practices followed by a firm for environmental management. It includes all activities that focus on helping an organization carry out its strategy for environment management to enable it to reduce its carbon footprint and earn carbon credits.

Green HRM is one of the most important parts of green management systems with a primary mission of taking “green” tools to enhance economic, social, and ecological benefits in order to achieve harmony between the employee and the environment.

### **Green Human Resources Management**

Green HRM involves undertaking environment-friendly HR initiatives to promote sustainable practices and increase employee commitments and corporate sustainability. It involves lowering costs and increasing employee engagement and retention which, in turn, help organizations to reduce employee carbon footprints. This includes practices like electronic filing, car-sharing, job sharing, recycling, virtual interviews, and telecommuting. Efficiency created by Green HRM can lower operational costs and enables industry professionals to realize their corporate social responsibilities in a better manner.

Green HRM includes all the activities, practices, and policies that are involved in development, implementation, and on-going maintenance of a system that is aimed at turning employees of an organization green. It is the side of HRM that aims to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability.

Many companies are taking a greener approach inside their organization. They are considering two essential elements: environmentally friendly HR practices and the preservation of knowledge

capital. In addition, they are experiencing a positive and congenial effect on the patterns of employee relations in the organization. This also has a positive influence on the mindset of employees as they feel that apart from their functional contribution on the job, they have an important responsibility in preserving the environment.

### **Why Green HRM?**

Consequently, the environmentally destructive nature of organizational activities and outcomes (Shrivastava, 1994) has contributed to the current environmental issues globally.

According to Rugman and Verbeke (1998), environmental issues are some of the most complex and significant managerial challenges of the twenty-first century. They include climate change, resources depletion and reduction of biodiversity, and ecosystem integrity. Organizations are responsible for the environmental degradation (Alshuwaikhat & Abubakar, 2008; Haden, Oyler & Humphreys, 2009). Governments and organizations are using natural resources lavishly for the production of various goods and services needed by people who want to enhance their living standards.

Fortunately, some governments, some organizations, and some individuals, including environmentalists and nature lovers, are currently and increasingly paying serious attention to preserve (to protect) and conserve (to save) the environment and minimize environmental pollution. Resultantly, an increased attention was created among governors, owners of the organizations, managerial employees, customers, and scholars in regards to environmental sustainability.

### **The Detailed HR Role**

There are many differences based on the views of HR managers' roles and their approach towards EM concerns. These can be classified into four different types that HR managers may take up in EM, with each revealing their own possible origins and future directions.

A key role for HR environmental executives is to guide line managers in terms of gaining full staff co-operation towards implementing environmental

policies (Wehrmeyer & Parker, 1996). Thus, this means that HR needs to “seek out allies, nurture supporters and create networks of problem-solvers willing to act to change the status quo”(Hart, 1996, p.187).

Many HR staff and work organizations are recognizing the HR factors involved in environmental management (Daily & Huang, 2001), and are embracing the EM aspects of HRM. For example, the use of cable and wireless technology shows how they are attempting to achieve changes in EM through implementing their environmental programs worldwide (including their group safety function) (Beatson & Macklin, 1996). In Britain, EM optimizes desk space by encouraging staff to work from home (if feasible), by changing business travel through introducing online “live meetings” (to save travel between offices), and by running a car-sharing scheme (Clarke, 2006, p. 42).

### **The Importance of Green HRM**

Green HR actions help companies find substitute ways to decrease costs without losing their talent in green economy. Organizations have tremendous growth opportunities by going green and creating a new environmental DNA which can bring in great operational savings by reducing their carbon footprint.

As part of compensation management, companies can offer green rewards to employees such as a nature-friendly workplace and lifestyle benefits. Hence, this may include carbon credit offsets, free bicycles and pollution-free vehicles for commuting to and from the workplace in order to engage people in the green agenda.

Furthermore, talented employees are looking for self-actualization in their jobs in order to stay devoted to their companies. Green HR can help in the creation of this by following green values and practices. Other green activities can include the minimum use of paper and printed materials in recruitment, performance appraisals, and learning and development. In addition, green business can include increased recycling, reusable grocery and lunch bags, and prohibiting the use of bottled water and plastic and styrofoam cups in the workplace. Work stations can have fluorescent light bulbs and other energy saving and green devices.

Companies can inspire their employees to change their travel and transportation habits by limiting official car trips, using metro and public transport for business travel, carpooling, providing interest-free loans to buy hybrid cars, and cycling or walking to work. Business meetings and conferences can be conducted through the Internet in order to minimize business travel. Similarly, by following flexi-working, employees can be offered opportunities to “Tele work” or work from home. The Internet and intranet today allow companies to communicate with employees through emails thereby reducing the need of printing and of paper.

Wellness programs for employees, their family members, and the general public can be organized to highlight physical fitness, proper nutrition, and healthy life-style. Organizations can discharge their social responsibility by including environment management in their mission statement as an important green objective. Companies should organize cleanliness and waste management drives in the workplace and surrounding society to create awareness about green issues.

Having an understanding as to why green is mentioned above indicates the importance of green HRM. Therefore, greening is essential for the following reasons:

- 1) To avoid or minimize global warming.
- 2) To avoid or minimize natural disasters.
- 3) To avoid or minimize health diseases owing to pollution.
- 4) To avoid or minimize harm to animals and other natural creatures.
- 5) To ensure balance in relationships between life and environment.
- 6) To ensure survival of humans and business organizations.

Thus, the above are general reasons for greening. As far as a particular organization is concerned, a phenomenon known as corporate social responsibility (CSR) exists. CSR is defined as the extent to which an organization will strive to improve the overall welfare of the society. It is an obligation to the general society. According to Certo and Certo (2008), CSR is the managerial obligation to take action that protects and improves

both the welfare of society as a whole and the interests of the organization. Four specific reasons are given below for CSR:

- 1) The organization's natural resources include materials, people, and water from its surroundings and the environment. Hence, it has to show indebtedness to give something to protect and improve the environment.
- 2) The organization causes pollution in its surrounding environment (air, sand, noise). The polluted environment will endanger the organizational members in the future, and it will also threaten their survival. Hence, it needs to be stopped, or at least minimized by various CSR activities.
- 3) The citizens and the government will demand organizations conserve resources for future generations, to protect and improve prevailing conditions of the environment where all citizens live.
- 4) Through CSR activities, an organization can improve its image as a good corporate citizen which causes increased organizational appreciation; and consequently, customers and employees will become loyal. Also the organization will be able to attract more suitably qualified applicants for its job vacancies.

Green HRM becomes a necessity in order to provide environmentally friendly products and operations to manage corporate environmental programs successfully, and to overcome implementation challenges of corporate environmental programs (Milliman & Clair, 1996).

Organizations which are able to line up HRM practices with objectives of environmental management can be successful in the corporate environmental management journey (Jabbour, 2011). A study conducted by Jabbour and Santos (2010) verified that the most evolved characteristics of environmental management of the ISO 14001 certified Brazilian companies tend to be associated with almost all of the functional and competitive dimensions of human resource management.

Green HR strategies help companies find substitute alternatives to cut cost. It refers to the contribution of people management policies and activities

towards this broader agenda. It is an important issue for HR because it is also very important for all employees, as well as customers and other stakeholders. It is also one in which HR can have a big impact without causing much expenditure. Additionally, good environmental management can improve sales and reduce costs by providing funding for green benefits to keep staff engaged.

Many practice groups were launched recently in numerous organizations in order to counsel employers on "green" awareness in the workplace. The aim of these groups is to implement best practices that will improve the work environment through reducing, reusing, and recycling certain materials. Additionally, the practice group also advises employers on educating their workers about how their behaviors in the office and at home affect the environment. And these companies are offering a strategic communications platform to their clients and prospects as a solution for driving greater green awareness within their own organizations.

Companies needed to adapt to changing lifestyles and changing workforces. Companies that adopted this program found that a substantial number of their employees made significant changes in their daily behavior, including increased recycling, decreased printing, elimination or reduction in the use of bottled water, plastic and styrofoam cups, using reusable grocery and lunch bags, switching to compact fluorescent light bulbs and other energy saving and green products, and changing transportation habits.

Hence, some important impacts of Green HRM are:

- Gaining perception, reputation and good will.
- Cost effectiveness.
- Smarter performance translated into cheaper products.
- Better power utility.
- Economically useful, hence direct impact on profit and it enhances the return on investments.

## Green Human Resource Requirements

Green human resource requirements need to be identified in order to achieve organizational environmental goals or greening. What are the green human resource requirements for greening or corporate environmental management? Basically, there are four categories of green human resource requirements, i.e. green competencies, green attitude, green behaviours, and green results.

Employees are required to possess a sufficient amount of knowledge and skills on greening. However, without this knowledge and skills (competencies), it is not possible for the employee to become a green employee (Bhattacharya & Sen, 2004; Busck, 2005; Callenbach, Capra, Goldman, Lutz & Marburg, 1993; Collier & Esteban, 2007; Daily & Huang, 2001; Garavan, Carbery, O'Malley & O'Donnell, 2010; Gupta & Sharma, 1996; Madsen & Ulhoi, 1996; Ramus, 2002; Rothenberg, 2003; Sudin, 2011).

An active role of human resource management is required in developing cleaner technologies. Based on the environmental strategy of an organization, HRM has to provide the competencies needed for the continuous improvement of the organizational environmental performance (Jabbour, Santos & Nagano, 2008).

As environmental sustainability requires behavior change by employees (Harris & Tregidga 2012), all members of an organization at all levels are required to exhibit a positive behavioral change. A critical green human resource requirement is regarded as green behavior (Bissing-Olson, Iyer, Fielding & Zacher, 2013; Daily et al., 2009; Jackson, Currie, Graham & Robb, 2011). The one-dimension of this behaviour is known as green organizational citizenship behavior which is defined as the extent to which the employee engages in positive actions aimed at helping the organization as a whole to achieve greening.

These actions are not a part of formal job requirements. They primarily represent voluntary green actions. However, examples of such actions are:

- Use both sides of the paper when writing or printing or photo-copying (this will reduce electricity and save trees).

- Use natural water rather than refrigerated water for drinking (this will reduce electricity consumption).
- Use natural light when working (this will reduce electricity).
- Work with a minimum number of bulbs turned on.
- Come to work by walking or bus/train (this will reduce fuel consumption and air pollution).
- Shut down computers when not working, instead of hibernating them (this will reduce electricity and air pollution).
- Put plants in the working cubicles to absorb pollution.
- Buy organic food for parties.
- Report to a relevant officer regarding damages and possible harm to the environment whenever noticed.
- Re-use many items at the office such as jugs, cans, bottles, bags, rather than throwing them away.

Green official behavior is the dimension of green behavior that describes the extent to which the employee is engaged in official duties assigned by the managers with regard to greening. This engagement is not a voluntary one and it is an official requirement to be met by the employee. Such duties may include specific procedures to be followed by the employee to reduce wastage and remove wastes.

Green results can be defined as the extent to which the employee has produced green outcomes. Green results have the following two dimensions:

- Green Innovations: New environmental initiatives, new solutions for waste reduction, pollution reduction (Callenbach et al., 1993; Govindarajulu & Daily, 2004; Ramus & Steger, 2000; Ramus, 2001; Ramus, 2002).
- Green Outcomes: Number of hours of working with natural light or minimum number of electricity bulbs, amount of reduction of electricity consumption, amount of reduction of existing level of inputs wastage, and degree of achievement of specific environmental performance targets (Berry

& Rondinelli, 1998; Daily et al., 2009; King & Lenox, 2001; Kitazawa & Sarkis, 2000; Melnyk & Fineout-Overholt, 2003; Rothenberg & Jan, 2003; Russo & Fouts, 1997).

Considering the above mentioned green human resource requirements, a “green” employee performance concept has been newly introduced. This, therefore, is defined as the extent to which an employee is engaged in his/her behavior and produced results in respect to greening during a particular period of time. Green competencies and green attitude are viewed as green employee inputs of green behaviour. Also, green results are viewed as employee green performance of job, which contributes to green organizational performance meeting the CSR to a significant extent.

### **How to Make HRM Functions Green?**

In order to make sure that the organization gets the right employee green inputs and right employee green performance of job, it is indispensable that HRM functions are adapted or modified to be green. Traditionally, there are 18 functions of HRM including job design, job analysis, human resource planning, recruitment, selection, hiring, induction, performance evaluation, training and development, career management, pay management, incentives management, welfare management, management of employee movements, discipline management, health and safety management, grievance management and labor relations.

Making a HRM function green involves inclusion of policies, procedures, and practices that ensure right employee green inputs and right employee green performance of job.

#### **Job Analysis**

- To include environmental dimension as a duty in job description.
- To include green competencies as a special component in job specification.

#### **Recruitment**

- To include environmental criteria in the recruitment messages.
- To communicate the employer’s concern about greening through recruitment efforts.

#### **Selection**

- To select applicants who are sufficiently aware of greening to fill job vacancies.
- To select applicants who have been engaging in greening as consumers in their private life domain

#### **Induction**

- To make new employees familiar with greening efforts of the organization.
- To develop induction programs showing green citizenship behavior of current employees

#### **Training**

- To impart the right knowledge and skills about greening (the four green roles) to each employee through a training program, exclusively designed for greening.
- To conduct training needs analyses in order to identify green training needs of employees.

#### **Performance Evaluation**

- To evaluate employee’s job performance according to green-related criteria.
- To include a separate component for progress on greening in the performance feedback interview.

#### **Rewards Management**

- To give financial incentives to employees for their good green performance of job and non-financial rewards such as praise and recognition to employees for their greening.

The HR Department can make Green/EM (Environmental Management) job descriptions for employees. It is obvious that higher-level executives have to take greater responsibility for green initiatives. In addition, green goals should be included in managerial job descriptions. In its strategic plan for developing the competency model for talent, an organization can include environmental consciousness as one of the core competencies required of employees.

Green job candidates, who comprise a large section of talented and knowledgeable manpower, use green criteria when applying for jobs. As a result, companies having green practices can attract good



talent. Preference in selection should be given to candidates who are 'Green aware', which becomes a part of the HR acquisition policy. Employers displaying a strong green brand are more likely to attract talent than those who do not have a green philosophy.

## **Recruitment**

While recruiting, companies need to follow these tasks:

- Green/EM (Environmental Management) job descriptions for employees.
- Green goals included in managerial job descriptions.
- Graduate perceptions of EM practices (use of green criteria).
- Green job candidates use green criteria when applying for jobs.
- Recruitment of employees who are 'Green aware' becomes part of the interview schedule.
- Green employer branding (green employer of choice).

Attracting high-quality staff is a key HR challenge in the war of talent. Creating and sustaining a pro-environment organization also requires employees who are willing to engage in EM activities.

## **Performance Management (PM) and Performance Appraisal (PA)**

However, the tasks a company needs to follow when going through PM and PA include:

- Green performance standards and indicators in PMA in all department levels.
- Roles of managers in achieving green outcomes included in appraisals (e.g. familiarisation, encouraging EM learning).
- Managers should set green targets, goals, and responsibilities.
- Management appraisals assess the number of green incidents, use of environment responsibility, and successful communication of environmental policy.

- Communication of green schemes to all via procedures/auditing at all levels in PMA scheme and establishing firm-wide dialogue on green matters.

- Penalties for non-compliance on targets in EM.

Performance management systems should include 'green' targets in the key performance areas (KPA). Green targets and goals should be established for managers in accomplishing Green results, and that should be included in appraisals. Green performance appraisal (PA) covers topics such as environmental incidents, environmental responsibilities, and the communication with environmental policies.

## **Green HRM Effects on Organizational Citizenship Behavior**

What is Organizational Citizenship Behavior?

Organizational citizenship behavior (OCB) refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside their specified contractual obligations.

OCB may not always be directly and formally recognized or rewarded by the company, through salary increments or promotions for example, but of course OCB would be reflected in terms of favorable supervisor and co-worker ratings, or better performance appraisals. Through this way, it can facilitate future reward gain indirectly. Finally, and critically, OCB must "promote the effective functioning of the organization"(Organ, 1988, p. 4).

Currently, OCB is seen as synonymous with the concept of contextual performance, which is defined as "performance that supports the social and psychological environment in which task performance takes place" (Organ, 1997, p. 95). While this reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000; Werner, 1994), the colloquial understanding of OCB as going "the extra mile" or "above and beyond" to help others at work is an idea that many are familiar with. Thus, these ideas will continue to be a popular way of conceptualizing OCB.

## **The Effect of OCB on Employee Performance**

Firstly, workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff, Whiting, Podsakoff & Blume, 2009). This could be attributed to the fact that employees who engage in OCB are simply liked more and perceived more favorably (this has become known as the “halo effect”). On the other hand, it may be due to more work-related reasons such as the manager’s belief that OCB plays a significant role in the organization’s overall success, or the perception of OCB as a form of employee commitment due to its voluntary nature (Organ, Podsakoff & MacKenzie, 2006).

Regardless of the reason, the second effect is that a better performance rating is linked to gaining rewards (Podsakoff et al., 2009) – such as pay increments, bonuses, promotions or work-related benefits. Thirdly, since these employees have better performance ratings and receive greater rewards, when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant (Organ et al., 2006).

## **How do OCB Effects Translate to Organizational-Level Outcomes?**

OCB is linked to lower rates of employee turnover and absenteeism. However, based on the organizational level, increased productivity, efficiency, and customer satisfaction, as well as reduced costs, have also been observed (Podsakoff et al., 2009). A study on OCB in grocery stores/supermarkets reported that “OCB explained approximately 20% of the variance in store profitability” (Ehrhart, 2004, p. 64).

OCB enhances productivity (helping new co-workers; helping colleagues meet deadlines) and it frees up resources (autonomous, cooperative employees give managers more time to clear their work; helpful behavior facilitates cohesiveness as part of group maintenance behavior).

Moreover, OCB attracts and retains good employees (through creating and maintaining a friendly, supportive working environment and a sense of belonging) and creates social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency). (Organ et al., 2006).

## **Purpose and Scope**

The environmentally destructive nature of organizational activities and outcomes (Shrivastava, 1994) has affected the current environmental issues globally. According to Rugman and Verbeke (1998), environmental issues are some of the most complex and significant managerial challenges of the twenty-first century. It includes climate change, resources depletion, and ecosystem integrity. Rapid destruction of natural resources is becoming a serious issue today.

Consequently, organizations are responsible for the environmental degradation (Alshuwaikhat & Abubakar, 2008; Haden et al., 2009). Natural resources are being used lavishly for the production of various goods and services needed by people who want to enhance their standard of living.

It seems that some people in certain parts of the world are too greedy and never get satisfied. Their needs are unlimited. Hence, this has a significant effect on the ability of future generations to meet their own needs, at least their essential needs. It was generally observed that people are directly affected by the inhalation of poisonous air and by drinking contaminated water. Natural disasters such as acid rain, red rain, tsunamis, flooding, hurricanes, and droughts are occurring all over the world and their magnitude and frequency seems to increase.

Climate change is a major issue and this is of increasing concern to governments, the general public, and business organizations today (Boiral & Paille, 2012). Global warming is invading the ecosystem. A natural balance for the survival of the planet is recommended by ecologists who study the pattern and balance of relationships among plants, animals, people, and their environment. Fortunately, some governments, some organizations, and some individuals including environmentalists and nature lovers, are currently and increasingly paying serious attention to preserve and conserve the environment, and to minimize environmental pollution.

Subsequently, an increased attention emerged among governors, owners of organizations, managerial employees (human resources managers) customers, and scholars regarding

environmental sustainability. Hence, green or greening is for our survival and development. It is possible not only to make organizations green, but to also make each individual/employee green.

The main objective of this study was to show how, after the thorough analysis of the balanced score card, Green Human Resources practices could be a value enhancer for Lebanese companies rather than being an incurred cost.

Another objective of this study, after combining the implementation of GHRM programs, is to manage the effects of these types of programs and practices on employee work behaviors, particularly employee citizenship behaviors due to certain limitations.

### **Research Questions**

RQ1: How does environmentally responsible Human Resources Management affect employee work behaviors?

RQ2: What are the green human resource requirements?

RQ3: How to make HRM functions Green?

RQ4: What is the stand of green at utilizing the five possible results developed by the BSC?

RQ5: To what extent are these activities considered appealing and influential to employees work behaviors, students, and all the stakeholders?

However, the main question whose answer requires employing the Balanced Scorecard with its four components as an assessment tool is “To what extent are Lebanese companies considered socially and environmentally responsible in their HRM practices based on the four components of the Balanced Scorecard?”

### **Limitations**

The assessment of Green HRM influence on employee work behaviors at the university and the bank was conducted by utilizing document analysis of publicly available data. Hence, the study was considered qualitative. Despite trying to be objective as much as possible via using the balance scorecard tool, quantitative studies can be more objective in their assessment.

To have a more representative generalization of the results of the study, future studies can attempt to assess Green HRM in other private universities and companies since the time constraints impeded the efforts of the researcher in choosing a wider sample of companies.

This shows that this topic needs to be explored in more depth in future studies. This is because it is a topic that can augment the awareness and proper implementation of green responsibility in human resources practices. Thus, this makes a significant contribution to the literature body since the topic of green responsibility of HRM in Lebanese companies is limited and it only constitutes western based research and data. Upcoming research should attempt to widen the sample of Lebanese private universities and organizations so that the results would be more representative.

### **Methodology and Design**

Methodology doesn't explain only methods, but it also states several processes that must be followed in the study of a certain case or research. In order to study the case of Green HRM and its impact on employee work behaviors, a higher emphasis on the qualitative research has been considered regarding the methodology. A qualitative research allows the subjects being studied to give more affluent answers to questions asked by the researcher, and provides more important insights which might have been missed by another method of data collection (Maxwell, 2004). This is especially based on the fact that a lot of the interviews were conducted with Human Resources Managers.

Since the idea of Green HRM is inserted into the model of strategic thinking and into the process of business strategy formulation, Balanced Scorecard (BSC) perfectly fits to assess Green and Social HRM practices in a certain organization and the extent to which it plays an important role in the formulation of its strategy.

Through the Balanced Scorecard, the researcher will try to discover the position of Lebanese private companies regarding Green HRM, to unveil the need for implementing social and environmental human resources activities after discovering the underlying reasons. And finally to give recommendations based on a qualitative approach emphasis on observations.

The cornerstone of the methodology is the Balanced Scorecard. The BSC is a business practice designed to align corporate strategy and operating processes that are well-known to firms around the world, and it also provides a solid and familiar foundation upon which to overlay an integrated model of Green and Social HRM.

The BSC comprises four components whose analysis requires an observation and primary data collection in addition to the data obtained through the literature review. The analysis of the collected data will further help to ascertain the two institutions with respect to Green HRM responsibility. The four components or perspectives of the BSC are the financial perspective, the customer perspective, the process perspective, and the learning and development perspective.

Analyzing these four perspectives will contribute to revealing the status quo of Green HRM in the Lebanese private companies and the necessary steps to enhance their present position. For the sake of simplicity and due to some research limitations, the university and the bank will be taken as a case study to show the Lebanese private companies' stance regarding Green HRM.

The observation and the data collected will be about the environmentally responsible activities undertaken by the two companies. These activities or steps are curricular and extracurricular activities, banking or other than banking services, in addition to recent consultancy activities.

On the other hand, to be able to quantitatively measure the effect of Green HRM practices on employee work behaviors, the authors conducted a survey on a large sample of Lebanese employees and HR professionals of different profiles.

After going through the Literature Review, the researchers have consolidated the findings of major studies and articles, and have analyzed the situation of Green HRM and its effects on employee work behaviors accordingly.

The main contribution of this study is providing an answer to the research questions and supporting the findings by realistic figures that describe the relation of green practices to the change in employee work behaviors.

## **Data Analysis and Findings**

Based on our study about Green HR activities and how it affects employees' behaviors, interviews of a semi-structured type have been conducted with the human resources managers of two companies in various sectors (a bank and a university).

The researchers will analyze the data related to each of the above mentioned companies and fit it into one of the four dimensions.

This study was meant to analyze the effect of green and social human resources function on employee work behaviors and especially employee commitment in Lebanon private companies in two interrelated sectors/industries: Education and Banking.

The main contribution of this study over others, made on the same topic, is that a statistical survey will show the opinion of the Lebanese employees, HR professionals, and students about these types of human resources practices and how much they influence their organizational behavior.

## **Results**

The Brundtland Commission defined "sustainable development" as a "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p. 43). Also, it asserted that sustainable development at the societal level requires simultaneous realization of an economic, ecological, and social dimension of sustainability (WCED, 1987).

Sustainability is becoming a key focus for more organizations. Going beyond environmental sustainability, the concept includes all types of social and environmental impacts that show why employers must develop a new way of doing business. In addition to focusing on financial profits, sustainable companies must also consider social and environmental impacts when making business decisions. The HR function has a critical role to play in Corporate Social and Environmental Sustainability which is outlining the business case for sustainability.

The green work-life interaction to Green HRM has shown that it can be effective to go beyond "Greening employees" and to consider the whole human being including their private life and

consumer behavior. Such a concept builds on the serious recognition of environmental issues in a company's management. The greening encouragement of employees as human beings can only be successful if environmental aspects are considered in all core business processes.

More organizations now realize the value of sustainability which is presented in integrating green practices as a base which human resources has on their competitiveness, reputation, and ability to attract and retain strong talent. Mindful of their economic, societal, and environmental impacts, sustainable organizations now seek input from a broad and diverse set of stakeholders—both internal and external—in shaping their business strategies and operations.

The HR function has a critical role to play. Utilizing the HR skills in organizational process, change management and culture stewardship, HRM can help create and implement sustainable business strategy throughout the organization. This may require that new HR competencies be developed. Not only must HR become competent at using Green HRM tools to embed the sustainability strategy and mission in the company, it must also learn to shape the system itself so that its impacts on employees, communities, and other stakeholders align with the sustainability vision of the company.

## **Discussion**

The Lebanese private universities can acquire a competitive advantage to face the high rivalry in the field of education and have a more enhanced image as perceived by the stakeholders. This leads to respecting the power structure of the community and acquiring a sense of affiliation to this community, and accordingly more acceptance.

Consequently, students become better prepared to have an active role in their communities by being more socially responsible, which contributes to achieving the sought sustainability. This, therefore, does not undermine the importance of this concept in motivating employees by creating a more noble cause for their work leading to better performance and higher productivity. Hence, the university can work properly within the political and human resource frames as mentioned by Bolman and Deal (2008).

For the banking sector on the other hand, and according to the results and analysis of the balanced scorecard where the studied bank weighted high in the financial component, the bank is gradually increasing their attention to green concerns. The Recycle and Re-use to Prevent Nature's Abuse Program is one of the practices that show the green vision of the bank where they not only plant one tree for each ton of paper given to recycling, but they are also currently working on a comprehensive gradual transition project towards a green economy to become effectively environment friendly.

## **Conclusion and Recommendation**

The results of this study revealed a need to conduct more research on Green and HR practices in Lebanon, in addition to establishing advocacy groups and holding awareness campaigns to teach on this key issue. Civil society, business associations, universities, media, think tanks and others need to get involved in the awareness process and in the building of coalitions, to enhance environmental culture and strengthen Human Resources practices.

Moreover, there is a need to initiate national and regional forums on Green HR, in addition to establishing a regional coalition of different sectors and stakeholders to spread best Green HR practices.

Furthermore, there is also a need to initiate indicators for evaluating Green HR practices, and creating awards and incentives for distinguished universities in this field.

Furthermore, the universities are encouraged to raise awareness on the importance of green responsibility and consequently help in lobbying to provide incentives for the companies to pursue these types of practices, such as offering tax exemptions on green funds and promoting legislation regulating corporations' activities.

In fact, the adoption of the following recommendations helps to enhance the position of the university regarding Green Human Resources responsibility to subsequently reap all the aforementioned benefits.

The university is encouraged to take the following recommendations from the researchers into

account if it is keen to improve its Green Human Resources responsibility stance. Not only the university under study can leverage these recommendations, but also all the Lebanese private universities. The recommendations are listed below:

- 1) Creation of a committee on environmental and sustainability awareness. This committee has to be multidisciplinary and have activities in different departments. In addition, it has to have a say regarding the integration of the environmental, ethical, and sustainability concepts into the curriculum after reviewing the content of all the courses.
- 2) There should be a part-time position as a consultant for planning and construction projects to guarantee that they are being constructed according to environmentally friendly concepts.
- 3) In addition to the environmental and sustainability committee, a comprehensive interdisciplinary approach across all the levels and domains of the university – undergraduate, graduate and professional students, faculty, staff, and administrators – should be prevailing. The objective is to develop a structured curriculum that addresses environmental and sustainability issues, workshops, and interdisciplinary courses to benefit from the synergy that cross-functional teams might contribute to.
- 4) Enhance the corporate governance at the university via increasing financial transparency, which is one of the requirements of NEASC (New England Association of Schools and Colleges). This has to be accompanied by increasing the expenditure on green activities which is endowed with the task of helping the students in their curricular and extracurricular activities.
- 5) The university should put more emphasis on having a paperless environment by increasing the use of software that enhances the virtual interaction between the instructor and the students, which is the Blackboard.
- 6) Doing the exams using Blackboard should be given the priority. To be able to do so for classes of multiple sections, the big exam halls at the university should be equipped with computers as the computers in the computer center alone are not sufficient. The university should leverage as

well the Connect option which is available on the McGraw Hill website, and which contributes to having a paperless environment.

The partnership between McGraw Hill and Blackboard would facilitate this.

- 7) The anti-smoking policy should be more rigorously implemented at the university by penalizing students who smoke in any spot other than the smoking areas.
- 8) Creating a center for entrepreneurship to help students from all majors to start their businesses is recommended. Such businesses should be based on environmentally responsible creative ideas. Once this center determines that the entrepreneurs are environmental entrepreneurs, these students can be paired with people who are specialized in actualizing businesses. Accordingly, funding for such projects would be much easier.

On the other hand of recommendations, there is the need for the bank to go greener since the social phase of human resources practices is high. Hence, it is recommended that the bank should apply the following:

- 1) They should have the available resources to implement and maintain a “Green Policy”.
- 2) Create and implement a dedicated “Green Officer” or green go-to person.
- 3) Address a necessary time available to assess and formulate a green charter, educate employees, and ensure implementation thereof.
- 4) The bank can try to establish a Green Supply Chain. Where possible, suppliers are encouraged to change their business-as-usual approach to be more sustainable and be part of the green movement. This could also possibly reduce the costs of their services in the future.

Like most organizations in today’s economic climate, the bank’s resources are already stretched to the maximum where they can reach the pinnacle of going GREEN.

### The Authors

#### **Ali Halawi, Ph.D.**

Assistant Professor  
Department of Business Management  
Lebanese International University, Lebanon  
Mouseitbeh, Beirut  
P.O.Box 146404 Beirut 1100-2130 Lebanon  
Tel: +961 1 706881 Ext: 12609  
Mob: +9613690197  
ali.halawi@liu.edu.lb

#### **Wael Zaraket, D.B.A.**

Assistant Professor  
Faculty of Business & Economics  
American University of Science & Technology  
Ashrafieh, Alfred Naccach Avenue  
P.O. Box: 16-6452 Beirut 1100-2130, Lebanon  
Tel: +961 1 218716 Ext: 233  
Mob: +96170624996  
wzaraket@aust.edu.lb

### **References**

- Alshuwaikhat, H. M., & Abubakar, I. (2008). An integrated approach to achieving campus sustainability: Assessment of the current campus environmental management practices. *Journal of Cleaner Production*, 16, 1777-1785.
- Beatson, J., & Macklin, S. (1996). A global challenge: Environmental management in cable & wireless. In W. Wehrmeyer (Ed.), *Greening people: Human resources and environmental management* (p. 377 -382). Sheffield, UK: Greenleaf Publishing.
- Berry, M.A., & Rondinelli, D.A. (1998) Proactive corporate environmental management: A new industrial revolution. *The Academy of Management Executive*, 12, 38-50.
- Bhattacharya, C. B., & Sankar, S. (2004). Doing better at doing good: When, why and how consumers respond to corporate social initiatives. *California Management Review*, 47, 9-25
- Bissing-Olson, M. J., Iyer, A., Fielding, K.S., & Zacher, H. (2013). Relationships between daily affect and pro-environmental behavior at work: The moderating role of pro-environmental attitude. *Journal of Organizational Behavior*, 34, 156-175.
- Boiral, O., & Paillé, P. (2012). Organizational citizenship behaviour for the environment: Measurement and validation. *Journal of Business Ethics*, 109(4), 431-445.
- Bolman, L.G., & Deal, T.E. (2008). *Reframing organizations: Artistry, choice, and leadership*. (4th ed). San Francisco, CA: Jossey-Bass.
- Busck, J. (2005). Underwater three-dimensional optical imaging with a gated viewing laser radar. *Optical Engineering*, 44(11), 116001.
- Callenbach, E., Capra, F., Goldman, L., Lutz, R., & Marburg, S. (1993). *Eco-Management: The Elmwood guide to ecological auditing and sustainable business*. San Francisco, CA: Berrett-Koehler
- Certo, S.C., & Certo, S. T. (2008) *Modern management*. USA:Pearson Education
- Clarke, E. (2006). Power brokers. *People Management*, May, 40-42.
- Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. *Business Ethics: A European Review*, 16(1), 19-33.
- Daily, B.F., & Huang, S. C.(2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539-1552.
- Daily, G.C., Polasky, S., Goldstein, J., Kareiva, P.M., Mooney, H.A., Pejchar, L.,... Shallenberger, R. (2009). Ecosystem services in decision making: time to deliver. *Frontiers in Ecology and the Environment*, 7(1), 21-28.
- Duggal, S., & Sroufe, L. A. (1998). Recovered memory of childhood sexual trauma: A documented case from a longitudinal study. *Journal of Traumatic Stress*, 11(2), 301-321.

- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit level organizational citizenship behavior. *Personnel Psychology*, 57(1), 61–94.
- Garavan, T. N., Carbery, R., O'Malley, G., & O'Donnell, D. (2010). Understanding participation in e-learning in organizations: A large-scale empirical study of employees?. *International Journal of Training and Development*, 14(3), 155–168.
- González-Benito, J. (2006). Environmental pro-activity and business performance: An empirical analysis Omega. *The International Journal of Management Science*, 33, 1-15.
- Govindarajulu, N., & Daily, B.F. (2004) Motivating employees for environmental improvement. *Industrial Management & Data Systems*, 104, 364-372.
- Gupta, S.K., & Sharma, A. K. (1996). Development of an integrated security shell interceptor for PC's. Proceedings of the ReTCA '96, March 8-9, CET, Bhatinda, pp: 68-81.
- Haden, S.S. P., Oyler, J.D., & Humphreys, J.H. (2009). Historical, practical, and theoretical perspectives on green management: An exploratory analysis. *Management Decision*, 47(7), 1041-1055. doi: 10.1108/00251740910978287.
- Harris, C., & Tregidga, H. (2012). HR managers and environmental sustainability: Strategic leaders or passive observers? *The International Journal of Human Resource Management*, 23 (2), 236 – 254.
- Hart, T. (1996). The role for the personnel practitioner in facilitating environmental responsibility in work organisations. In W. Wehrmeyer, (Ed.) *Greening people: Human resources and environmental management* (pp.185-198). Sheffield, UK: Greenleaf.
- Jabbour, C. J.C. (2011). How green are HRM practices, organizational culture, learning and teamwork? *A Brazilian study. Industrial and Commercial Training*, 43(2), 98-105.
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2008). Environmental management system and human resource practices: Is there a link between them in four Brazilian companies? *Journal of Cleaner Production*, 16(17), 1922–1925.
- Jackson, J., Currie, K., Graham, C., & Robb, Y. (2011). The effectiveness of interventions to reduce undernutrition and promote eating in older adults with dementia: A systematic review. *JBIS Library of Systematic Reviews*: 9(37), 1509–1550. doi: 10.11124/jbisrir-2011-119
- King, A., & Lenox, M. (2001). Lean and green: Exploring the spillovers from lean production to environmental performance. *Production and Operations Management*, 10(3): 1–13.
- Kitazawa, S., & Sarkis, J. (2000). The relationship between ISO 14001 and continuous source reduction programs. *International Journal of Operations and Production Management*, 20(2), 225-248.
- Lee, K.H. (2009). Why and how to adopt green management into business organizations?: The case study of Korean SMEs in manufacturing industry. *Management Decision*, 47 (7), 1101-1121. <https://doi.org/10.1108/00251740910978322>
- Madsen, H., & Ulhøi, J. (1996) Environmental management in Danish manufacturing companies: Attitudes and actions. *Business Strategy and the Environment*, 5, 22-29.
- Maxwell, J. (2004). Re-emergent scientism, postmodernism, and dialogue across differences. *Qualitative Inquiry* 10(1), 35–41.
- Melnyk, B.M., & Fineout-Overholt, E.(2003). *EBP Beliefs Scale*. Gilbert, AZ: ARCC llc Publishing.
- Milliman, J. & Clair, J. (1996). Best environmental HRM practices in the USA. In W. Wehrmeyer, (Ed.), *Greening people – Human resources and environmental management* (pp. 49-73). Sheffield, UK: Greenleaf Publishing.



- Moon, H.C., Rugman, A.M., & Verbeke, A. (1998). A generalized double diamond approach to the global competitiveness of Korea and Singapore. *International Business Review*, 7, 135-150.
- Podsakoff, N.P., Whiting, S.W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviours: A metaanalysis. *Journal of Applied Psychology*, 94 (1), 22-141.
- Organ, D. W. (1988). *Issues in organization and management series. Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books/D. C. Heath and Com.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97. doi: 10.1207/s15327043hup1002\_2
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Thousand Oaks, CA, USA: Sage Publications, Inc.
- Ramus, F. (2002). Language discrimination by newborns: Teasing apart phonotactic, rhythmic, and intonational cues. *Annual Review of Language Acquisition*, 2, 1-13. DOI:10.1075/arla.205ram
- Ramus, C. A. (2001). Organisational support for employees: Encouraging creative ideas for environmental sustainability. *California Management Review*, 43, 85–105.
- Ramus, C. A., & Steger, U. (2000). The roles of supervisory support behaviors and environmental policy in employee “ecoinitiatives” at leading-edge European companies. *Academy of Management Journal*, 43(4), 605-626.
- Rothenberg, M.E., & Jan, Y.N. (2003). The hippo hypothesis. *Nature* 425(6957): 469--470.
- Rugman, A. & Verbeke, A. (1998) Corporate strategy and international environmental policy. *Journal of International Business Studies*, 29(4), 819 - 833.
- Russo, M.V., & Fouts, P.A. (1997) A resource-based perspective on corporate environmental performance and profitability. *Academy of Management Journal*, 40, 534-559.
- Shrivastava, P. (1994). Technological and organizational roots of industrial crises: Lessons from Exxon Valdez and Bhopal. *Technological Forecasting and Social Change* 45, 237-253.
- Strandberg, C. (2009). *Using corporate social responsibility to attract, motivate and retain human resources: Two case studies D*. (Master's Thesis, Industrial Marketing) Lulea University of Technology Sweden. Retrieved from <http://www.epubl.Luth.se/14021552/2009/007/index.html>.
- Sudin, O. (2011). Janitors of knowledge: Constructing knowledge in the everyday life of Wikipedia editors. *Journal of Documentation*, 67(5), 840-862.
- Van Scotter, J., Motowidlo, S. J., & Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology*, 85(4), 526-535.
- WCED.(1987). *Our common future*. World Commission on Environment and Development. Oxford: Oxford University Press,
- Wehrmeyer, W., & Parker, K. T. (1996). Identification and relevance of environmental corporate cultures as part of a coherent environmental policy. In W. Wehrmeyer (Ed.), *Greening people – Human Resources and Environmental Management*(pp. 163 -185). Sheffield, UK: Greenleaf Publishing.
- Werner, E.E. (1994). Overcoming the odds. *Journal of Developmental and Behavioral Pediatrics*, 2, 131–136.