Teaching & Learning Guide

Green Human Resource Management: A Review and Research Agenda

This guide accompanies the following article:

Douglas W.S. Renwick, Tom Redman, and Stuart Maguire. 'Green Human Resource Management: a Review and Research Agenda'. International *Journal of Management Reviews*, DOI: 10.1111/j.1468-2370.2011.00328.x

Read the original article at: http://bit.ly/xPVT2V

Author's Introduction

Recent international interest has been seen in environmentalism, whether arising from treaties to combat climate change or pollution/harm from recently publicised industrial accidents. In management studies, while an increasing research literature has developed on Green Marketing, Accounting and Management in general, Green Human Resource Management (GHRM) research (defined as the HRM aspects of Environmental Management, EM), is somewhat piecemeal and diverse. As such, calls in the literature include requests to integrate HRM and EM as a research subject; to enlarge the remit of Strategic HRM (SHRM) to include sustainability issues; and to answer the question of whether a role for HRM exists in pollution prevention. As Green HRM is a small subset of HRM itself, this guide is intended to be incorporated into existing taught HRM modules, and as such, offers indicative content that tutors are encouraged to amend or add to at their discretion.

Author Recommends

1. Jackson, S.E., Renwick, D.W.S., Jabbour, J.C., Muller-Camen, M. (2011). State-of-the-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue. *German Journal of Research in Human Resource Management,* **25,** pp. 99-116.

   A definitive overview of current trends, debates and contemporary issues in Green HRM from a strategic, global perspective.

2. Jabbour, C.J., Santos, F.C.A. and Nagano, M.S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management,* **21,** pp. 1049-1089.

   An empirical examination on the extent of Green HRM practices in the developing country of Brazil, which is rarely seen in the mainly North-Western literature.

3. Rothenberg, S. (2003). Knowledge content and worker participation in environmental management at NUMMI. *Journal of Management Studies,* **40,** pp. 1783-1802.

   A rare in-depth study of the role employees may have in avoiding environmental degradation and how Green knowledge categories can be combined at the workplace level, via a case study of General Motors and Toyota in California (USA).

4. Ramus, C.A. and Steger, U. (2000). The roles of supervisory support behaviours and environmental policy in employee "eco-initiatives" at leading-edge European companies. *Academy of Management Journal*, **41,** pp. 605-26.

A comprehensive survey-based empirical study on the role of the supervisor in stimulating others to enact self-derived eco-initiatives, using a unique international data set.

5. Wehrmeyer, W. (ed.). (1996). *Greening People: Human Resources and Environmental Management.* Sheffield: Greenleaf Publishing, pp. 1-356.

   A dated but still seminal collection of early studies in the field covering many relevant topics, which contains an exhaustive number of company and organizational examples.

Useful Links

1. Cotton, C. (2008). Go the Green Mile. Discussion page accessed at: http://www2.peoplemanagement.co.uk/pm/articles/gothegreenmile.htm?name=_guide&type=section

   Provides the perspective of the British HR profession, the CIPD, on HR going Green.

2. http://greenhrm.org/organizations.html

   Details a wide number of organisations working internationally to provide expertise around Green HR matters.

3. http://www.carbontrust.co.uk/Publications/pages/publicationdetail.aspx?id=CTV007

   Reports specific energy-saving opportunities for organisations.

4. TUSDAC (2005). Greening the workplace (June). http://www.tuc.org.uk/economy/tuc-9996-f0.pdf

   Details a British Trade Union perspective on Green and sustainability issues, including case studies of Green union practices in U.K. workplaces.

5. http://greenhrm.org/organizations/university.html

   Provides details of University departments engaged in Environmental Management/Sustainability research.

Sample Syllabus

TITLE: GREEN HUMAN RESOURCE MANAGEMENT

Week 1: Recruitment and Selection

This session explores what steps employers and potential candidates could take to enact Green issues at the start of the employment relationship.

Readings
Aiman-Smith, L., Bauer, T., and Cable, D. (2001). Are you attracted? Do you intend to pursue. A recruiting policy capturing study. *Journal of Business and Psychology,* **16**, pp. 219-237.
Albinger, H.S. and Freeman, S.J. (2000). Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, **38,** pp. 243-253.
Backhaus, K., Stone, B.A., and Heiner, K. (2002). Exploring relationships between corporate social performance and employer attractiveness. *Business and Society,* **41,** pp**.** 292-318.
Bansal, P. and Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of Management Journal,* **43,** pp. 717-736.

Behrend, T.S., Baker, B.A., and Thompson, L.F. (2009). Effects of Pro-Environmental Recruiting Messages: The Role of Organizational Reputation. *Journal of Business Psychology,* **24,** pp. 341-350.
Dolan, K.A. (1997). Kinder, Gentler MBAs. *Forbes,* June 2nd, pp. 39-40.
Jabbour, C.J., Santos, F.C.A. and Nagano, M.S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management,* **21,** pp. 1049-1089.

Week 2: Training and Development (T&D)

This session explores the ways in which organizations can use training and development tools to advance EM issues with employees.

Readings
Bansal, P. and Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of Management Journal,* **43,** pp. 717-736.
Bird, A. (1996). Training for environmental improvement. In Wehrmeyer, W. (ed.), *Greening People: Human Resources and Environmental Management,* Sheffield: Greenleaf Publishing, pp. 227-246.
May, D.R. and Flannery, B.L. (1995). Cutting waste with employee involvement teams. *Business Horizons,* **38,** pp**.** 28-38.
Milliman, J. and Clair, J. (1996). Best environmental HRM practices in the U.S. In Wehrmeyer, W. (ed.), *Greening People: Human Resources and Environmental Management,* Sheffield: Greenleaf Publishing, pp. 49-73.
Perron, G.M., Cote, R.P. and Duffy, J.F. (2006). Improving environmental awareness training in business. *Journal of Cleaner Production,* **16,** pp. 551-562.
Rees, S. (1996). Action through ownership: Learning the way at Kent County Council. In Wehrmeyer, W. (ed.), *Greening People: Human Resources and Environmental Management,* Sheffield: Greenleaf Publishing, pp. 357-375.
Roy, M.J. and Therin, F. (2008). Knowledge acquisition and environmental commitment in SMEs. *Corporate Social Responsibility and Environmental Management,* **15**, pp. 249-259.
TUSDAC (2005). *Greening the workplace,* At: http://www.tuc.org.uk/economy/tuc-9996-f0.pdf
Wehrmeyer, W. and Vickerstaff, S. (1996). Analysis for environmental training needs. In Wehrmeyer, W. (ed.), *Greening People: Human Resources and Environmental Management,* Sheffield: Greenleaf Publishing, pp. 339-356.

Week 3: Performance Management and Appraisal (PMA)

This session explores the means by which organisations can assess managerial contributions in helping to achieve organisational recycling and waste management targets.

Readings
Chan, E. and Hawkins, R. (2010). Attitudes towards EMSs in an international hotel: an exploratory case study. *International Journal of Hospitality Management*, **39**, pp 641-651.
Marcus, A. and Fremeth, A. (2009). Green management matters regardless. *Academy of Management Perspectives,* **23,** pp. 17-26.
TUSDAC (2005). Greening the workplace (June). http://www.tuc.org.uk/economy/tuc-9996-f0.pdf

Week 4: Pay and Reward

This session explores the means by which organisations could reward managers for achieving EM targets.

Readings
Bashford, S. (2008). Brownie points for green workers. *Human Resources*, May, pp. 30-31.
Berrone, P. and Gomez-Mejia, L.R. (2009). Environmental Performance and Executive Compensation: An Integrated Agency-Institutional Perspective. *Academy of Management Journal,* **52,** pp. 103-126.

Brockett, J. (2006). Change agents. *People Management,* 23rd November, pp. 18-19.

Chartered Institute of Personnel and Development. (2009). B&Q reward cards to offer green benefit. *People Management,* 23rd April, p. 4.

Cordia, J. and Sarkis, J. (2008). Does explicit contracting effectively link CEO compensation to environmental performance? *Business Strategy and the Environment*, **17,** pp 304-317.

Davies, G. and Smith, H. (2007). Natural resources. *People Management,* 8th March, pp. 26-31.

Fernandez, E., Junquera, B. and Ordiz, M. (2003). Organizational culture and human resources in the environmental issue. *The International Journal of Human Resource Management,* **14,** pp. 634-656.

Govindarajulu, N. and Daily, B.F. (2004). Motivating employees for environmental improvement. *Industrial Management and Data Systems,* **104,** pp. 364-372.

Ramus, C.A. (2001). Organisational support for employees: Encouraging creative ideas for environmental sustainability. *California Management Review,* **43,** pp. 85-105.

Ramus, C.A. (2002). Encouraging innovative environmental actions: what companies and managers must do. *Journal of World Business*, **37,** pp. 151-164.

Russo, M. and Harrison, N. (2005). Organizational design and environmental performance: clues from the electronics industry. *Academy of Management Journal* **48,** pp. 583-593.

Simms, J. (2007). Direct Action. *People Management,* 26th July, pp. 36-39.

Snape, E., Redman, T. and Bamber, G. (1994). *Managing Managers: Strategies and Techniques for Human Resource Management.* Oxford: Blackwell.

Stanwick, P.A. and Stanwick, S.D. (2001). CEO compensation: Does it pay to be green? *Business Strategy and the Environment,* **10,** pp. 176-182.

Week 5: Employee Involvement and Participation (EIP)

This session explores the ways in which supervisors might stimulate employees to produce eco-initiatives, and how workers may generate and enact them.

Readings

Berry, M.A. and Rondinelli, A. (1998). Proactive corporate environmental management: A new industrial revolution. *Academy of Management Executive*, **12,** pp. 38-50.

Boiral, O. (2002). Tacit knowledge and environmental management. *Long Range Planning.* **35,** pp. 291-317.

Brio, J.A.D., Fernandez, E. and Junquera, B. (2007). Management and employee involvement in achieving an environmental action-based competitive advantage: an empirical study. *The International Journal of Human Resource Management,* **18,** pp. 491-522.

Bunge, J., Cohen-Rosenthal, E. and Ruiz-Quintanilla, A. (1996). Employee participation in pollution reduction: preliminary analysis of the Toxic Release Inventory. *Journal of Cleaner Production*, **4,** pp. 9-16.

Buysse, K. and Verbeke, A. (2003). Proactive environmental strategies: A stakeholder perspective. *Strategic Management Journal*, **24,** pp. 453-470.

Chun, R. (2009). Ethical Values and Environmentalism in China: Comparing Employees from State-Owned and Private Firms. *Journal of Business Ethics,* **84,** pp. 341-348.

Denton, D.K. (1999). Employee involvement, pollution control and pieces to the puzzle. *Environmental Management and Health,* **10,** pp. 105-111.

Fernandez, E., Junquera, B. and Ordiz, M. (2003). Organizational culture and human resources in the environmental issue. *The International Journal of Human Resource Management,* **14,** pp. 634-656.

Florida, R. and Davison, D. (2001). Gaining from green management: Environmental management systems inside and outside of the factory. *California Management Review,* **43,** pp. 64-84.

Forman, M. and Jorgensen, S. (2001). The social shaping of participation of employees in environmental work within enterprises – experiences from a Danish context. *Technology Analysis & Strategic Management*, **13,** pp. 71-93.

Govindarajulu, N. and Daily, B.F. (2004). Motivating employees for environmental improvement. *Industrial Management and Data Systems,* **104,** pp. 364-372.

Hanna, M.D., Newman, W.R. and Johnson, P. (2000). Linking operational and environmental improvement through employee involvement. *International Journal of Operations & Production Management,* **20,** pp. 148-165.

Henriques, I. and Sardosky, P. (1999). The relationship between environmental commitment and managerial perceptions of stakeholder importance. *Academy of Management Journal*, **42,** pp. 87-89.

Kitazawa, S. and Sarkis, J. (2000). The relationship between ISO 14001 and continuous source reduction programmes. *International Journal of Operations and Production Management,* **20,** pp. 225-248.

Le Blansch, K.L. and Lorentzen, B. (1996). Do workers and trade unions have a role to play in environmental protection? Results from case studies in companies in European countries*. Transfer: European Review of Labour and Research,* **2**, pp. 449-464.

Madsden, H. and Ulhoi, J.P. (2001). Greening of human resources: environmental awareness and training interests within the workforce. *Industrial Management and Data Systems,* **101,** pp. 57-63.

May, D.R. and Flannery, B.L. (1995). Cutting waste with employee involvement teams. *Business Horizons,* **38,** pp**.** 28-38.

Ramus, C.A. and Steger, U. (2000). The roles of supervisory support behaviours and environmental policy in employee "eco-initiatives" at leading-edge European companies. *Academy of Management Journal*, **41,** pp. 605-26.

Remmen, A. and Lorentzen, B. (2000). Employee participation and cleaner technology: learning processes in environmental teams. *Journal of Cleaner Production*, **8,** pp. 365-373.

Rothenberg, S. (2003). Knowledge content and worker participation in environmental management at NUMMI. *Journal of Management Studies,* **40,** pp. 1783-1802.

Simpson, D. and Samson D., (2008). Environmental strategy and low waste operations: Exploring complementarities, *Business Strategy and the Environment,* **19**, pp. 104-118.

Stone, L.J. (2000). When case studies are not enough: The influence of corporate culture and employee attitudes on the success of cleaner production initiatives. *Journal of Cleaner Production,* **8,** pp. 353-359.

Focus Questions

1. What evidence can you see of managers, workers and unions enacting Green HRM practices in organizations today?
2. How can organizations audit their current level of Green HRM practices?
3. What factors do you think could stimulate employees to enact eco-initiatives?
4. How and in what ways can middle line managers and supervisors embrace Green HRM?
5. What role do environmental regulation, law and government policy have on shaping Green HRM in practice at the workplace level?