A Study on Implications of Implementing Green HRM in the Corporate Bodies with Special Reference to Developing Nations

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Abstract

Green Human Resource Management (GHRM) is very critical in helping different organizations achieve environmental sustainability. This is a novel concept in relatively many organizations and especially those in the developing countries. Although more effort is required to help organizations in the implementation of the green policy, some of these organizations have already embraced the concept and have been utilizing it in some or all their Human Resource Management (HRM) practices. The main HRM practices generally include recruitment and selection, training and development, performance management and appraisal, compensation and reward, empowerment and participation, and the management of the organizational culture. This shows that HRM has a major role to play in helping turn their particular organizations green. This sets the basis of this paper, which utilizes the desk research but proposes further research in the area considering that it is still a green concept in the field of HRM. For the purpose of this paper, the terms businesses, companies, organizations, and firms will be used interchangeably.

Keywords: GHRM, Firm, going green, green policy, business, company, sustainability, CSR organization

1. Introduction

1.1 Why Green HRM

The recent years have been characterized by an augment with regard to the concept of the Corporate Social Responsibility (CSR) (Ahmad, 2015). Customers are concerned and conscious about businesses pursuing and fostering activities that focus on "going green" through the adoption of environmental management techniques. This has helped the business communities to achieve their sustainability goals. HRM activities are considered as one of the major drivers towards the achievement of business sustainability goals and it is in this context that many businesses, both in the developed and developing countries have turned into the concept of the GHRM (Ahmad, 2015). The concept of the GHRM denotes the aspect of the utilization of HRM policies with the primary objective of promoting the sustainable use of resources within the business organizations as well in ensuring the promotion of environmental sustainability. Green HRM is concerned with the systemic, planned alignment of typical human resource management practices with the organizations environmental goals (Jabbour, 2013). In other words, the GHRM focuses on the aspect of pursuing Environmentally-friendly HR practices as well as preserving the knowledge capital. The proper management of the above two concepts are optimal to the attainment of the CSR and eventual business sustainability, which is critical for every business entity. The purpose of this paper is to find out the gap of implementing GHRM between the developing and developed countries and also identify the root cause of the gap in implementing GHRM. The paper aims to identify the mechanism to enhance the GHRM practices especially in developing countries.

1.2 Present Trend in Developed and Developing Nations

The concept of environmental management, which is critical in ensuring business sustainability, has been a key concern in the modern business environment. To achieve this, different businesses have been adopting and implementing the concept of GHRM in their HR departments. According to Rani and Mishra (2014), this is a novel area in HRM and hence limited researches and studies have been compiled. However, considering that businesses in the developed and developing countries aim to achieve sustainable development in the long-run, a large number of them have been implementing the GHRM policies in their strategic plans. However, an

important point to note is that the GHRM policies have been adopted by relatively few organizations in the developing as compared to those businesses that have implemented in the developed countries. Simply put, there has been an augment in recruitment and selection, training and development, performance management and appraisal, reward and compensation, employee empowerment and participation, as well as the management of organizational culture all based on the GHRM policies and initiatives (Ahmad, 2015).

According to Pallavi & M V V Bhanu (2015), the top 25 green companies in the world are in the developed world with a green score of 72% to 89.2%. These companies were selected across different sectors of the economy ranging from retailing of consumer goods to production of industrial goods. The authors also made some comparison with the top 10 green companies in India in the same year without giving any specific green score of these companies. Since the GHRM concept is relatively a new concept in the developing countries, we anticipate the green scores to be much lower (below 40%) than developed countries.

Due to the limited access to articles regarding GHRM, the selection of the references was made based on the availability of materials where the author has the access. Also special attention was made by selecting the articles from developing countries.

1.3 Expected Trend in Future

Although there is limited literature with regard to the GHRM concept, the current trends can be used to project the future trajectory as more and more businesses continue to implement the GHRM initiatives (Parry, Stavrou, & Lazarova, 2013; Lawler, & Boudreau, 2015). Admittedly, every business is conscious about its future growth and development and hence will be willing to put in place the most appropriate policies that help the particular business to achieve the above mentioned objective. With many businesses, both from the developing and developed nations going global, the concept of sustainability becomes key in their operations. Unfortunately, this cannot be achieved in the absence of the CSR focus, whereby the employees play a major role. Hence, it is the responsibility of any HRM department to set out clear policies governing the particular employees. With the increasing knowledge about the GHRM, it is apparent that the HRM departments will be setting and executing GHRM policies that "pushes" the employees towards "going green" and eventually attaining sustainability (Lawler, & Boudreau, 2015; Pandey, Viswanathan, & Kamboj, 2016).

2. Review and Influencing Factors

Existing literature has recognized the need to adopt environmental practices as primary objectives towards the achievement of organizational functioning. It has gone ahead to create a nexus between these environmental performances and the HRM practices and hence the need to integrate the two in the delivery of a sustainable business entity Bratton (2012) notes the need for businesses to create a balance between their commercial goals and environmental preservation since it has been established that creating a nexus between the two could largely help the particular business to optimize its long-term profitability as opposed to when it does not focus on "going green".

According to Ehnert, Harry and Zink (2014), the Human Resource Department of any organization is very vital with regard to the creation of the particular organization's sustainability culture. It is in this context that Lado and Wilson defined the Human Resources Management System as a raft of activities, processes as well as functions, which are different yet interrelated in attracting, developing, and retaining an organization's HRM (Pandey, Viswanathan, & Kamboj, 2016). These include the Human Resource functions, covering the policies, practices, and strategies, which when well designed and executed are optimal in suiting the particular business' objectives and strategies (Pandey, Viswanathan, & Kamboj, 2016). This literature focuses on the different GHRM practices that different organizations need to implement in order for them to achieve sustainability.

2.1 Green Recruitment and Selection

In the context of HRM, recruitment denotes the aspect of requiring different potential candidates to apply for a particular open position in an organization while selection is the process of choosing the best qualified and suitable candidates that meet the necessary merits from the list of the job applicants. Traditionally, these processes only concentrated on the skills-set abilities of a potential candidate to drive performance. However, this has been re-coined in the recent GHRM context, whereby it refers to the systematic hiring process, which focuses on the significance of the environment in making it a central element within the particular organization (Ahmad, 2015; Deepika & Karpagam, 2016). As such, the skills-set of the particular qualified candidates goes beyond the basic organizational performance in their areas of performance and into their ability to have basic understandings on the critical sustainability concepts such as recycling, conservation, as well as the creation of more logical and "green" world (Grolleau, Mzoughi, & Pekovic, 2012).

According to Deepika and Karpagam (2016), more organizations are now becoming aware that building a reputation as a green employer is one of the best strategies of increasingly attracting new talents. The authors continue to highlighted that recruitment and selection practices are central to ensuring effective environmental management. This is achieved by ensuring that the new recruits are made aware of and are familiar with an organization's aim in maintaining its environmental values.

2.2 Green Training and Development

Training is the concept of preparing a multi-talented lot of employees and is also concerned with the improvement of skills and knowledge necessary for innovation (Liebowitz, 2010). Zoogah 2011 (as cited in Obaid & Alias, 2015) defines green training and development as the organizational development of attitudes, behaviors as well as knowledge and skills among the employees in order to help avert the corrosion of environment. An important point to note is that there is a strong positive correlation between employee training and development with the organizational performance. It is the role of an organization's HRM department to impart the necessary training and developmental skills and knowledge among the employees in order for them to remain competitive in the job market. It is in this context, that Boromisa, Tisma, and Lezaic (2015), note that organizations have the ability to acquit the employees with relevant knowledge regarding the concepts of "going green". Some of the employees may possess these basic concepts of "going green" during the recruitment and selection process while others may not. However, regardless of the employees' status as regards to the concept of sustainability, it is the mandate of the particular organization to train the employees on the "going green" concepts and also advance the knowledge and skills of those employees who are already familiar with environmental management techniques in relation to sustainability.

2.3 Green Performance Management and Appraisal

Different organizations undertake regular performance management and appraisal in order to help align individual employee performance with the expected optimal organizational performance. The primary objective of undertaking this assessment is to ensure that there is the "sealing" of the performance gap so that the individual and collective employees work towards the attainment of the set organizational performance levels (Tapamoy, 2008; Odeyale, 2014). Traditionally, the performance management and appraisals were undertaken with the primary objectives focusing on the organization's abilities to achieve its income, profitability, and employee satisfaction levels. As such, the assessment left out appraisals on the ability of the particular organization to remain sustainable in the long-run. It is in this context that the green performance management and appraisal focuses on going an extra mile to assess an organization's abilities towards achieving the goals and objectives of becoming sustainable (Tapamoy, 2008). In other words, the employees must be in a position to demonstrate the activities and strategies they are putting in place in order to help an organization achieve its environmental management goals and objectives.

2.4 Green Compensation and Reward

According to Ahmad (2015), compensation and rewards are the means through which the employees are appreciated for their performance. They are considered as the most powerful and influential tools through which individual's interests are linked to those of the organization. Through incentives such as accolades, different employees will be ensure full commitment to their work as well as work extra harder in order to help deliver the particular organization's goals and objectives. In the context of GHRM, the green compensation and rewards are considered as latent elements that can be used in the support and promotion of the environmental activities in the particular organization or business entity. Ahmad (2015) notes that in order to push for eco-friendly initiatives, different modern organizations are embarking on strategic reward and management approaches integrated on their strategic approaches in order to motivate the particular employees to continuously work towards achieving the organization's goals of augmenting the environmental management techniques (Ahmad, 2015). Eventually, different organizations have been able to augment their green initiatives through the adoption and implementation of attractive compensations and rewarding for those employees who demonstrate outstanding performance with regard to delivering the above mentioned organizational agenda (Ahmad, 2015).

2.5 *Green Employee Empowerment and Participation*

Employee empowerment and participation, through their engagement, is a very vital element in pushing forth and increasing the levels of an organizational performance (Huq, 2010). Engaging the employees in different capacities, such as in the decision-making process, is central in the sense that the employees will feel as being part of the organization, hence developing the "ownership" culture among them. In other words, they feel valued by the top management of the particular organization eventually increasing their morale and motivation. In view of the above, different organizations should focus on engaging their employees in implementation of the green

initiatives (Lashley, 2012). For instance, they need to inform the employees on the reasons as to why these green initiatives are important and as such why the particular employees should be working towards achieving them. This will help align the employees' capabilities, goals, motivations, and perceptions with the environmental management techniques and hence eventual optimal achievement of the green initiatives.

2.6 Green Management of Organizational Culture

Creating awareness and developing GHRM practices, is not necessarily enough in achieving the optimal green initiatives. On the contrary, there is a need for an organization to embed these initiatives and policies onto its organizational culture through continuous appraisal. Asmui, Mokhtar, Musa, and Hussin (2016), notes that organizational green culture and organizational commitment are two key tools that different organizations must understand in order for them to remain sustainable. It is in this context, that the three authors document the need of the organizations to come up with appropriate strategies of measuring the two determinants from the perspective of the employees. This will assist them to have a better understanding of the different needs of the employees so that they are able to satisfy them accordingly. This will also help such organizations to identify the appropriate strategies to adopt in order for them to maintain the green culture of ensuring that the employees are committed to the green initiatives and focused towards the achievement of the set green goals.

Figure 1. Green human resource management model

3. Green HRM in Corporate Body

3.1 Feasibility Studies on Implementing Corporate Green Policy

3.1.1 Energy Issues

Some of the notable energy issues with regard to the implementation of the corporate green policy within different firms and organizations include the following as established by some of the previous literatures. Firstly, there has been a lack of corporate leadership monitoring of the proper utilization of energy sources and usage within different organizations. It is the mandate of the senior leadership and management to ensure the proper utilization of energy by the subordinate and junior staff. For instance, switching off lights and machines is very critical to energy saving. Unfortunately, some of the organizations have not lived to this expectation hence dilute the idea of energy conservation (Appelman, Osseyran, & Warnier, 2013).

Secondly, there are many organizations that have not fully tapped into the natural energy such as solar energy and other forms of renewable energy. A large number of these companies and organizations rely on electricity and in which case turn to the usage of Generators in the case where the electricity sources trip-off. Others have continuously used huge generators as the power sources (Appelman, Osseyran, & Warnier, 2013). Unfortunately, most of these generators are oil-powered implying over-reliance on non-renewable energy sources. Consequently, this leads to energy wastage.

Thirdly, some of these organizations have not been accountable and responsible towards the energy use reporting to the relevant agencies. Energy conservation is a key concern and hence most countries require the particular players to report on their performance vis a vis the set standards (Appelman, Osseyran, & Warnier, 2013). Unfortunately, some of the business entities have not been committed to this agenda and their failed accountability means an augmented violation of the green initiatives towards energy conservation.

3.1.2 Environmental Issues

There are different environmental challenges that different organizations face while trying to pursue the goals of going green. Firstly, there is lack of commitment from different organizations with regard to the implementation of the corporate green policies in their particular business organizations (Dashwood, 2014; Fernando, 2010). As captured from the preceding sections, it is apparent that the human resource department is the senior most with regard to making appropriate policies and setting standards that govern the employees in the particular organization. Unfortunately, some of the HRM departments have failed to come up with such employees' governing policies and guiding principles eventually making it difficult to create a well-established direction for the employees (Fernando, 2010). Some have failed to append these green initiatives in their organizational policies hence diluting the whole idea of going green. It is also important to note that, in the case, where these green policies exist, the top management has failed to make stringent follow-ups toward their implementation (Dashwood, 2014). The failure by some of these organizations to reward or punish those employees upholding or violating the green initiatives respectively is a major cause of influencing the green initiatives. Policies such as paper less work and waste disposal within the office and organizational setting are basic principles to achieving the agenda but this has failed in many organizations.

Secondly, some of the organizations have continuously violated the concept of environmental reporting. The United Nations, working with other countries requires that different firms operating in different countries including in the developing nations, should continuously report their environmental performance against the set standards with reference to the environmental conservation (Dashwood, 2014; Sahay, 2006). The United Nations Environmental Program has been keen in ensuring that the different firms work towards full achievement of the corporate social responsibility. These include among others reporting on greenhouse gas emissions, waste generation, and energy consumption. Unfortunately, this has been violated in some instances eventually compromising the concept of going green by the different organizations.

Thirdly, some of the organizations have not embraced the concept of green packaging for their products whereby they still rely on the non-biodegradable packaging materials such as the plastic bags (Fernando, 2010). Eventually, this has violated the concept of safeguarding the eco-system both from within the organization and outside through inappropriate disposal. An important point to note that those firms, organizations, and business entities making use of environmental-friendly packaging materials have largely helped in cutting down their carbon emission footprints as well as waste accumulation.

Fourthly, there has been the failure by different organizations to adopt some of the emerging and cutting edge technologies. In this regard, some of these companies have continued to use the conventional methods of data collection, analysis, as well as information storage. This implies that they continue to use paper work instead of utilizing the e-technologies through the adoption of the computerized business models (Fernando, 2010). Computerization helps cut down paper work, which has traditionally led to the littering of the environment through poor disposal.

Finally, some of the organizations have progressively continued to rely on the non-renewable energy in their production processes. In most cases, and especially in the case where the machineries are oil-powered, there is an increase in the air pollution through increased carbon emissions into the environment and eventual augment in the global warming (Fernando, 2010). This is a major concern not only to the country hosting the particular firm or organization but also to the entire world considering that the effects of the climatic changes will be spread across the world, hence affecting the eco-system and the entire humanity.

3.2 Preparation of Guidelines of Corporate Green Policy

3.2.1 Guidelines for Energy and Environmental Issues

In order to help alleviate the corporate green policy's shortcomings with reference to the energy and environmental driving factors, previous studies have recommended the adoption of the following guidelines. There is a need to conduct an assessment on the corporate green policy with reference to the particular organization. This will require the top management, the C.E.O, as well the board of directors among other relevant stakeholders coming together and identifying that there are energy and environmental issues facing the particular organizations or companies. It will entail the aspect of gathering and assessing any relevant information with respect to the firm's processes and products.

In addition Mezinska and Strode (2015), note that the relevant team should come up with the appropriate corporate green policy strategy by first establishing why they need to come up with plan. In this context, the particular corporate stakeholders should also work in creating a strong relationship and support between the senior management teams and the employees. It is also appropriate for them to undertake in-depth research into how other companies and organizations are doing with regard to the green concept. It is also required that the particular corporate team should come with an appropriate matrix or model that will be used in the execution of the particular proposed actions with reference to corporate green policy. Also, Morvay and Gvozdenac (2008) note that the particular corporate team should make a decision on the direction, approach, and the focus areas that the particular organization should commit its energy toward the achievement of the particular green initiatives (Daily & Huang, 2011).

Nevertheless, it is pertinent to develop the corporate green policy commitments. These will include both the aspirational and prescriptive commitments and in which case their individual and collective rationale should be clearly stated. A team should then be developed and accorded the responsibility of developing the commitments. What follows is the comprehensive review of the different commitments and finally holding discussions with the major stakeholders in order to deliberate on the progress of the particular commitments.

The organization should then focus on the implementation of the particular corporate green policy commitments by setting measureable targets while establishing appropriate performance measures. The employees and all the other stakeholders should be engaged, appropriate training designs developed, establishment of appropriate mechanisms for addressing issues of problematic behaviors, and the development of suitable internal and external communication tools.

What follows is the progressive verification and reporting with regard to the set performance standards. Moreover, the particular teams and stakeholders should then undertake a critical evaluation of the progress made in order to make the necessary improvements. This is the last stage in addressing the particular identified energy and environmental issues and creates a platform whereby the organization can identify any performance gaps hence developing appropriate mechanisms and strategies to fill them for the optimal achievement of the corporate green policy.

3.2.2 Listed Activities

- Assessment and identification of the corporate green policy issues within the organization
- Development of a corporate green policy strategy
- Development of the corporate green policy commitments
- Implementation process of the corporate green policy commitments
- Progressive verification and reporting
- Critical evaluation to identify and improve performance gaps

Table 1. Timelines and goals

Activities	Timelines (Dependent on the size of the organization)	Goals
Assessment and identification of the corporate green policy	3 -6 Months	- Collecting information on organizational data - Analyzing the data - Documenting the findings
Development of a corporate green policy	4-8 Months	- Identifying the needs

strategy		• Forming strong working relationships among the stakeholders • Researching other organizations on their green initiatives • Developing an appropriate model of implementation • Deciding on the direction, method, and thematic areas
Development of the corporate green policy commitments	4-10 Months	• Coming up with appropriate perspective commitments • Coming up with appropriate aspirational commitments • Selecting appropriate teams • Reviewing the commitments and progress made
Implementation process of the corporate green policy commitments	3-6 Months	• Setting measurable targets • Coming up with appropriate performance measures • Developing training techniques • Coming up with appropriate methods in addressing problematic behavioral patterns • Developing appropriate communication tools and strategies
Progressive verification and reporting	Continuous	• Progressive reporting on the progress
Critical evaluation to identify and improve performance gaps	Continuous	• Identification of performance gaps • Making necessary improvements to augment performance

3.3 Human Resource Planning to Meet Corporate Green Policy

3.3.1 Planning Appropriate Training Activities for Existing Workforce

According to Cherian and Jacob (2012), the focus of an organization with regard to the successful implementation of a corporate green policy should not only be targeted on the new employees but also among those already hired in an organization. It is, therefore, paramount to plan appropriate training activities for these existing workforce and in which case the HRM will be required to follow the steps outlined below (Cherian & Jacob, 2012). Firstly, it is pertinent to access the planning data and plans with reference to the employees' performance data, legislation and governance, operational and management plans, as well as strategic plans. Secondly, the HRM should undertake an extensive appraisal of the current business operations by reviewing the current policies and processes, financial situation, and the environmental factors. Thirdly, there is a need to come up with a scenario planning and forecasting approach in order to establish the following with reference to the workforce training activities. This will entail, identifying the potential impacts of the proposed activities on the workforce, identifying unnecessary skills, workforce gaps, critical jobs, required novel skills, and staff demands. Fourthly, the planning approach should be focused at the identification of the planning initiatives and strategies with reference to the recruitment and retention strategies, succession planning, job redesign, budget planning, and staff engagement surveys (Cherian & Jacob, 2012). Fifthly, the activities will include the submission of the training plan to all the relevant stakeholders for approval and in which case this should be followed by its implementation, and finally review and evaluation. This will provide an opportunity to determine the effects of the changes as well as determining the necessary further interventions with reference to the employee and staff trainings and development in imparting the necessary skills and knowledge relevant in pushing forward the corporate green initiatives' agenda (Cherian & Jacob, 2012).

3.3.2 Restructuring the Existing Workforce Based on Requirements

In the case where an organization or business has not been able to achieve its mission objectives or in a scenario where new targets have been set, and in this case with regard to achieving the corporate green policy, it is

inevitable for the particular business to consider restructuring its workforce. This will incorporate the following steps. According to Paille, Chen, Borial, and Jin (2013), the HRM must build the business case by identifying the reasons necessitating the restructuring. This should be backed by a business or organizational statement clearly stating why restricting and necessary for the particular organization and the goals that will be achieved (Opatha & Arulrajah, 2014). In addition, the corporate leadership should, from the outset, identify the critical operations and capabilities, in this case, with regard to the achievement of a green organization. Also, it is a requirement that the corporate leadership should take an inventory of its workforce with regard to staff profile data on education, skills, knowledge, and the basic understanding of the CSR as well as environmental management techniques (Pillai & Sivathanu, 2014). What follows is the designing of the new organization through the clear definition of roles and responsibilities as well as establishing the required employee gaps in the different departments within the organization. However, it should be noted that the corporate leadership should also consider the appraisal of any other alternative options to restructuring. Nevertheless, the workforce should be undertaken through talent-assessment criteria, and finally documenting the goals of the new organizations (Pillai & Sivathanu, 2014). The corporate leadership should then ensure the implementation of the new organizational culture and undertake recurrent reviews on the progress in order to improve on the necessary areas.

3.4 Training and Development for Existing Work Force on Corporate Green Policy

3.4.1 Making Awareness of Guidelines to Existing Workforce

Training and development have been cited as major drivers with regarding to imparting new skills and knowledge among the employees. However, an important point to note is that training primarily on the short-term acquisitions of the above mentioned attributes while development is relatively more complex focusing on long-term and future augmentation of the workforce performances. Existing workforce is already acquainted to the existing organizational culture and is likely to resist any organizational changes. Based on the established policies, strategies, and organizational commitment towards the employees, most of the workers will be committed towards the delivery of the particular organizational objectives (Massoud, Daily, & Bishop, 2008). An important point to note is that organizations should continuously communicate their goals and objectives to the employees regarding any potential changes in an organization (Opatha & Arulrajah, 2014). In this case, it is important for any organization to create awareness among the employees with regard to the established guidelines towards the pursuit of the corporate green policy initiatives. This will ensure that the workforce, primarily the junior employees, will be willing to work with the senior management or corporate leadership in a more collaborative and engaging manner and this helps drive up the performance with reference to the achievement of the set organizational goals of environmental management techniques.

3.4.2 Appropriate Training

Jabbar and Abid (2014) note that there are different employees' training approaches and in which case are open to different organizations based on how suitable they are to drive the particular organization's agenda. These include among others; classroom-instructor training, hands-on training, e-learning training, computer-based training, and interactive training technique. An organization may decide to adopt one or a combination of more than two of the above enumerated training techniques (Opatha & Arulrajah, 2014). An important point to note though is that the particular organizations, in this case, are supposed to focus on ensuring the environmental sustainability and should, therefore, making the use of the most "green" approaches in training their employees.

Table 2. Activities and Timeline for achieving targets

Activities	Time Frame
Theoretical Training	All these activities will be conducted
Simulation exercises on the skills and knowledge gained	repetitively and interchangeably within a period of between 1 and 2 weeks depending
Question-Answer Session	on the size of the workforce
Collecting opinions and views from the trainees on their reflections on the training experience	

3.5 New Recruitment Guidelines to Meet the Corporate Green Policy

3.5.1 Requirements on New Recruitments

One of the ways of realizing the corporate green policy is through the adopting of the green recruitment strategies during the recruitment of new entrants. Daily and Huang (2011) note some of the green recruitment strategies for an organization to achieve a sustainable development. The HR department should first start with a critical evaluation of the "green" level in the organization including in its recruitment programs (Pillai & Sivathanu, 2014). This will help the HRM in identifying the already existing green initiatives and policies and the necessary initiatives to make in order to bring into a nexus the existing workforce and the new recruits. In addition, with reference to the new and advancing technologies, it is appropriate for the HRM's to consider shifting into the optimal utilization of the new tools during the recruitment processes (Daily& Huang, 2011; Pillai & Sivathanu, 2014). Currently, there are major developments in the realms of technology whereby the internet has created an online platform of virtually connecting every person from across the world. As such, organizations should consider doing their job postings online rather than relying on the conventional methods, whereby this has largely been done through magazines and newspapers (Pillai & Sivathanu, 2014). It is also import for the HR departments to consider the adoption of the virtual interviewing of the applicants both at the recruitment and selection stages. They should also utilize the online platforms in the identification of the potential employees who share similar values with regard to ensuring environmental sustainability. Finally, qualifying candidates should be informed that one of the reasons of undertaking online recruitment is the organization's objective of going green and hence should engage in activities that drive the agenda forward (Pillai & Sivathanu, 2014). Creating this culture at the recruitment stage ensures that the new recruits will be well set in pursuing the objective of corporate green policy.

3.5.2 Training Activities on New Recruits

There are different training activities that will be necessary during the recruitment of new employees and in which case will be based on different essential skills from the different recruits. Firstly, there will be the concept of brainstorming through critical thinking in order to assess the employees' abilities in coming up with solutions that can help drive the corporate green policy agenda (Pillai & Sivathanu, 2014). Secondly, it is pertinent to include a team-work session in order to establish the abilities of the different recruits in working with co-workers in conflict resolutions and decision making considering that the implementation of the corporate green policy will require the input and collaborative efforts from all the employees (Jabbour & Santos, 2008b). Thirdly, it is pertinent to include a reading session, whereby the new recruits read the organizational policies and other manuals for them to identify areas of key interests with regard to the successful implementation of the corporate green policy. Fourthly, the new recruits should be put under an oral communication session considering that this is key in any organization (Jabbour & Santos, 2008b). In addition to that, it is of vital importance, for the recruits to be given computer literacy training, in order to ensure they are well versed with the new office and other applications relevant in seeing the successful learning of the organization. Finally, there should be an evaluation activity to assess what the recruits found pertinent and on suggestions on the areas that require improvements.

3.6 Appraisals /Performance Evaluation Based on Corporate Green Policy

Like in many other case scenarios, there should be a continuous and periodic assessment of the organization, primarily by the HRM department in order to determine the achievements that have been made and the existing gaps with reference to the particular performance at the time vis a vis the set organizational goals and objectives (Opatha & Arulrajah, 2014). The corporate green policy is not a one day, week, month, or yearly achievement but rather something that should be pursued over the years or time span of any organization. As such, the culture should be instilled among the new recruits as well as the existing employees and should also be progressively monitored to ensure its success.

3.7 Employee Discipline Management for Corporate Green Policy

Different organizations and companies have put in place different initiatives that aim at rewarding those employees who demonstrate outstanding performances. These include among others financial incentives, accolades, paid vacations, and promotions. This should be the case with those organizations planning to implement the corporate green policy in order to ensure that the employees are highly motivated. Equally, there is a need to set out appropriate and punitive policies that help administer discipline in the workforce. For instance, employees who do not meet their performance requirement with regard to driving the corporate green policy agenda should face demotion, lay-off, and salary and allowances reduction among other punitive measures (Opatha & Arulrajah, 2014). This will ensure that all the employees are committed towards the organizational goals of implementing the corporate green policy.

3.8 Agreements with Workforce/Community on Corporate Green Policy

3.8.1 Individual Agreements with Employees

During the hiring process as well as during the progressive restructuring or training of the workforce, it is important for the particular organization to document its agreements with the different employees with regard to the implementation of the corporate green policy (Cherian &Jacob, 2012). Different employees have diverse roles and responsibilities and it is through the collective efforts of the employees that the optimal organizational goals and objectives are realized. As such, employees should be made accountable for their individual performances towards driving the organizational agenda.

3.8.2 Common Agreements with Trade-Unions

Different countries have different trade unions, whose main responsibilities are to look into the affairs and interests of the workers, including among others their remunerations and working conditions. Organizations need to strike and document common agreements with the trade-unions so that they are aware of the employees' expectations with regard to the new initiatives of the GHRM.

3.8.3 Agreements with Government or Public Bodies

Governments are largely involved in the running affairs of different organizations in their respective countries. For instance, different governments have been involved in the energy and environmental reporting and hence key stakeholders in driving forward the successful implementation of the environmental management techniques. It is in this context, that organizations should make agreements with their respective governments and other agencies on the relevant policies to be put in place in order to ensure that employees are clear on what is expected of them with regard to the successful implementation of the corporate green policy.

3.9 Sustainability and Enhancement Plan for Corporate Green Policy

In order to ensure the sustainability and enhancement plan for the corporate green policy, an organization will be required to ensure the following guidelines. It will be appropriate first to come up with an effective strategic plan on how to implement the change. In addition, the particular organization will be required to raise the necessary financial and other resources to off-set and maintain the long-term term change plan. Nevertheless, there is a need to integrate the concept of sustainability on all the organizational processes. The organization should also ensure the development of appropriate communication and outreach to ensure proper sharing of information regarding the progress of the corporate green policy. There is also a need to engage all the stakeholders. Moreover, the particular organization should ensure the progressive monitoring of the implementation of the corporate green policy through the formation of an evaluation team.
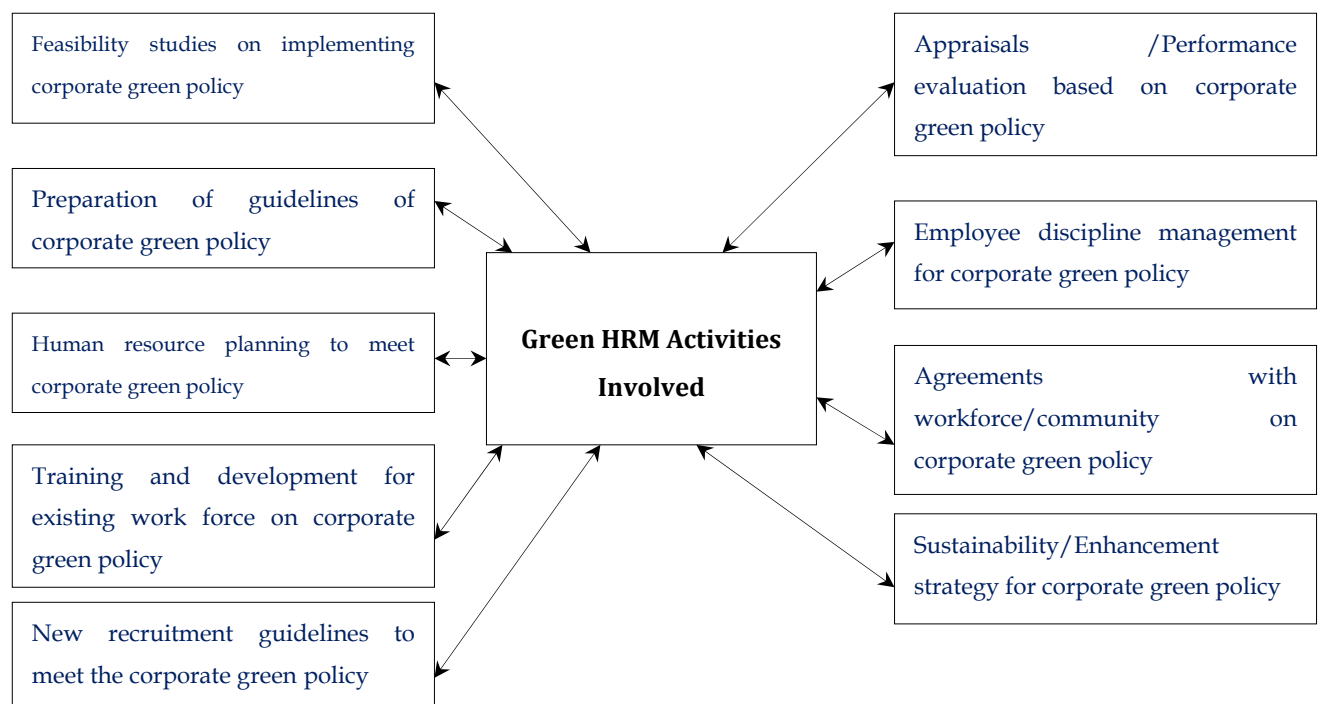

Figure 2. Proposed activities involved in GHRM

4. Discussion/Recommendations

The above review of the literature, has demonstrated that like in many countries in the developed countries, a large number of organizations in the developing countries continue to embrace the concept of GHRM with some already having put in place appropriate greening initiatives with the aim of maintaining sustainable environmental performance. However, considering that most of the developing countries are still grappling with challenges of economic development, some of the companies have not yet fully achieved the CSR, which is vital with regard to going green. From the literature, it has been established that the Human Resource Management is a major stakeholder in the transformation of an organization towards moving green. This stems from all the roles that the HRM plays in an organization, which ranges from the recruitment and selection through to the management of the organizational culture. If all the above in a green way, the particular organization will help ease the environmental impacts by the organization. Although some hurdles will be faced when an organization is trying to optimally achieve environmental management techniques towards going green, the HRM practices, through the employees are very critical in achieving this goal. In the view of the above, and despite the fact that the GHRM is a new concept, more research and understanding of the concept by more organizations will help achieve organizational sustainability that it has happened in the past. The capital issue of transitioning in the implementation of GHRM will be an important challenge facing organizations in developing countries. Governments will have to provide incentive and support to subsidize organisations that implement GHRM as a corporate social responsibility. Awards and recognition should be fostered to encourage organizations to incorporate GHRM into their organisational policies. Organizations can also undertake intercompany support and social recognition for promoting and implementing GHRM in their policies and operations.

5. Future Direction of Research

The GHRM is a novel area in the HRM field and hence not much research has been done on the area. This implies that there is limited information with regard to the GHRM. With this in mind, it is apparent that there are not many organizations that embraced the concept with major gaps existing between the developed nations and the developing countries. It is this context and on the basis of the above findings, that this paper proposes further research into the area in order to unravel more information that can be utilized in ensuring the successful implementation of the GHRM in different organizations all across the world. This study utilized a desk research implying that all the information included was generated from secondary sources. Eventually, this does not bridge the gap between primary and secondary data, which would be considered more appropriate as they supplement each other with reference to any study gaps. As such, it sets a foundation for further research, which should be used in the development of more GHRM business models with regard to the implementation of the corporate green policy.

Some of the organizations have already invested and embarked on the implementation process of the GHRM and corporate green policy and hence should form a good sample representative in the provision of critical information regarding the success factors of implementing the GHRM as well as the shortcomings of the adoption of the strategy. An in-depth study of influencing factors of GHRM and their respective reflections on developed and developing countries could be taken for the next stage of the research.

6. Conclusions

Conclusively, this journal embarks on a comprehensive study on the different implications associated with the implementation of the GHRM in the developing nations. Some of these nations have not yet achieved their economic objectives and so are the companies operating in them, some of which are grappling with the achievement of their performance objectives. Although the research was done using the desk research approach, it has established major factors that affect the successful implementation of the GHRM and in which case the factors stem from different stakeholders. However, the concentration has been on the employees, with the focus on the recruitment and selection, training and development, performance management and appraisal, reward and compensation, employee empowerment and participation, and the management of the organizational culture. The research has established how these can be managed from a "green" perspective levels and offered relevant recommendations as optimal solutions to the successful implementation of the GHRM in different organizations.

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