



*Environmental Management and Green Human Resource Practices
within an Organization: A Dual Ethical and Environmental
Philosophical Perspective*

*Hadef Khadidja**

*Communication Studies and Research Laboratory /
Badji Mokhtar University, Annaba / Algeria
Khadidja.hadef@univ-annaba.org*

Momen Lamia

*Communication Studies and Research Laboratory /
Badji Mokhtar University, Annaba / Algeria
Lamious23@hotmail.fr*

Abstract

An organization operates within a larger framework, aiming to fulfill its role and achieve its objectives. It employs a multifaceted strategy encompassing strategic, communicative, ethical, and societal aspects, considering environmental and social factors. This approach ensures long-term viability and meets stakeholder expectations while fostering a positive public image. By adopting a cohesive set of ethical and societal values, the organization effectively addresses its environmental context. These values are integrated throughout the management hierarchy, optimizing the efficacy of its activities at strategic, tactical, and operational levels. Ultimately, the organization embodies an embraced philosophy by ethically and environmentally integrating its actions.

Article info

Received

July 06 ;2023

Accepted

May 02 ;2024

Keyword:

- ✓ *Environmental management*
- ✓ *Green human resource practices*
- ✓ *Ethical philosophy*
- ✓ *Environmental philosophy.*

* Corresponding author

1. Introduction

Environment holds paramount significance across diverse domains, particularly within organizational contexts. This significance arises from global shifts and advancements concerning sustainable development, social responsibility, citizenship, and information and communication technology. Consequently, these developments have fostered research efforts focused on values and behaviors that center around environmental safeguarding, conservation, and integration of environmentally oriented policies and strategies into administrative practices.

It is pertinent to note that international legislation and agreements consistently emphasize the adoption of rational and prudent practices for an optimal utilization and investment of resources, whether renewable or non-renewable, while considering the needs of present and future generations.

Thus, our modest study aims to illuminate the collection and analysis of monitoring data, with a specific focus on examining the relationship between two key variables: environmental management and green human resource practices. The outcomes of this investigation will contribute to our understanding of ethical and environmental philosophies as tangible approaches adopted by organizations to fortify their standing, attain leadership positions, and gain a competitive edge within their dynamic operating environments.

To establish this relationship, we will address the core research question as follows:

How does environmental management contribute to cultivation of an ethical philosophy underpinning green human resource practices within organizations?

From this primary inquiry, several ancillary questions emerge, providing further insight into the study's focal point:

- What are the overarching objectives of environmental management within organizational contexts?
- How does the strategic implementation of environmental management facilitate the assimilation of green values among human resources within organizations?
- What role does environmental management play in fostering the development of green human resource practices within organizations?

➤ *Research Objectives*

The primary objectives of this research encompass a theoretical endeavor aimed at elucidating the role of environmental management in fostering an ethical and environmental philosophy pertaining to human resources within organizational settings. In light of pedagogical interests, the study seeks to achieve the following objectives:

-To comprehensively explore diverse concepts and their interrelation with environment, specifically focusing on the domains of environmental management and green human resources.

-To critically evaluate the external ramifications arising from an organization's adoption of an ethical and environmental philosophy concerning its human resources across various hierarchical levels.

-To discern the underlying objectives and policies espoused within an organization, situated within the framework of environmental management.

The rationale behind selecting the topic for this study is underpinned by the following justifications:

-Intrinsic curiosity and personal investment in the fields of environmental management, green human resources, and their associated practices both within and beyond organizational boundaries.

-Heightened awareness regarding the escalating adverse effects and repercussions stemming from environmentally unaware and deleterious organizational practices.

-A scholarly aspiration to enrich the academic discourse by contributing to the understanding and exploration of the environmental dimension as an indispensable facet of sustainable development.

2. Conceptual Framework

Prior to embarking on the exposition of the interrelationships among variables, it is imperative to undertake a comprehensive examination of the definitions attributed to these variables by researchers, each offering insights from their respective perspectives and areas of expertise, thereby elucidating specific dimensions. Thus, we shall now proceed with the delineation of the ensuing definitions:

➤ *Environmental Management*

Environmental management encompasses a comprehensive set of managerial activities aimed at establishing policies, practices, procedures, operations, and resource allocation to safeguard the environment and address environmental concerns. This multifaceted definition emphasizes the diverse levels of management and their corresponding responsibilities in enhancing environmental protection services and mitigating environmental challenges. Furthermore, environmental management can be defined as a meticulously documented, well-structured, and verifiable framework comprising multiple integrated stages that encompass all facets of organizational functioning. These stages cover various dimensions, ranging from management practices and work methodologies to technological advancements and legal compliance. The overarching objective of this framework is to align with environmental policies and

organizational goals while continuously improving their efficacy and impact (Al-Saran, 2001, p. 32).

➤ *Green Human Resource Practices*

Green human resource management practices pertain to a series of organizational and administrative activities meticulously designed to optimize the utilization of human resources in pursuit of organizational objectives. These practices encompass green human resource planning, eco-conscious recruitment strategies, comprehensive training and development initiatives, as well as environmentally sustainable compensation and incentivization schemes (Al-Hazam & Issaoui 2021, p. 334). Therefore, they can be conceptualized as an organizational environmental policy and strategic approach adopted to embrace values and behaviors that promote environmental conservation, contribute to ecological development, and project a positive image to the intended stakeholders. Furthermore, these practices foster a dynamic organizational environment that stimulates heightened work engagement and bolsters overall performance.

➤ *Ethical Philosophy*

Ethical philosophy refers to the ethical policies and approaches embraced by contemporary organizations during the execution and implementation of their strategies. Its fundamental aim is to fortify the relationship between organizations and

the public through unwavering commitments to transparency, credibility, integrity, and the avoidance of information distortion or manipulation.

➤ *Environmental Philosophy*

Environmental philosophy encompasses a strategic environmental program and framework that encapsulates a range of green values and behaviors, ultimately casting a positive light on the organization. It involves the adoption of environmentally friendly practices and the cultivation of an environmentally conscious organizational culture.

3. Theoretical Framework

3.1 Environmental Management

➤ *Motivations for adopting environmental management*

In response to global challenges and mounting pressures from stakeholders with vested interests, the incorporation of environmental management systems within organizations has become an imperative and foundational necessity. Institutions are now compelled to actively participate in environmental practices and adopt ethical philosophies as a means to counteract detrimental factors that impede environmental progress. By doing so, they aim to ensure the enduring sustainability of the environment and the uninterrupted continuation of their operations.

Our aim is to shed light on the pivotal aspects that have reshaped the functioning of organizations, transcending the realm of adopted strategies to encompass human resource practices. The following subsections will elucidate these practices in detail.

Emergence of the Sustainable Development Idea: The Brundtland Report (Rashi ,2010/2011, p. 254), occupies a pivotal position in the historical course of sustainable development, as it laid the groundwork for the imperative of conserving nature and its resources for the benefit of future generations. The report serves as a conceptual framework for environmental management systems, which seek to establish a synergistic relationship between economic pursuits and environmental considerations, recognizing their inherent interdependence.

Responsible Communication: The concept of responsible communication has emerged in response to mounting pressures exerted by stakeholders. They prioritize social concerns and demand that organizations take into account the environmental and social dimensions of their activities. By doing so, organizations enhance their reputation and public image by demonstrating a conscientious approach to their communication practices.

Growth of Environmental Thought and Awareness: A discernible trend is observed wherein both institutions and social

development organizations have redirected their attention toward environmental issues. This shift in focus has been accompanied by a significant role played by the media in disseminating environmental awareness through informative campaigns and sensitization efforts. The underlying goal of such initiatives is to promote environmental protection and discourage the inadvertent depletion of natural resources through unconscious behaviors.

International Reports and Legislation: Increasingly, administrative entities are relying on comprehensive regulatory frameworks, including environmental regulations, to govern their operations. Such reliance is driven by the imperative to mitigate unforeseen environmental challenges and ensure compliance with established standards. Failure to adhere to these regulations not only jeopardizes an organization's reputation among its stakeholders but also impedes alignment between the organization and relevant legislation, underscoring the importance of regulatory adherence and its impact on organizational functioning.

➤ *Mechanisms for Enabling Environmental Management*

In order to effectively enable environmental management, it is essential for it to function as a servant to the organization and strategically invest in its human capital to successfully accomplish the established objective of adhering to

global benchmarks in environmental performance and management. Consequently, organizations are obliged to undertake the following stages:

Stage of Environmental Strategy Development: Within this stage, attention is turned towards the individuals who hold ownership, preside over, or have a stake in organizations. It is crucial that they embody environmental values and behaviors that actively contribute to the environmental performance of their activities. This, in turn, permeates and shapes the organizational culture, fostering a commitment to environmental responsibility.

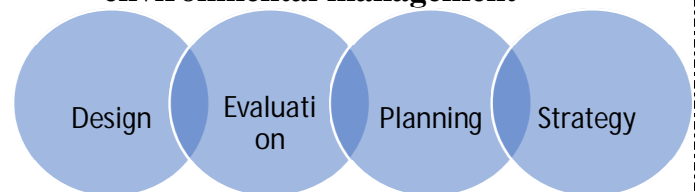
Planning Stage: During this pivotal stage, meticulous efforts are invested in outlining and determining the potentialities that align with the imperatives of environmental protection and conservation, whether they pertain to internal or external aspects of the organization. It is within this context that the environmental program takes form, carefully crafted and firmly grounded within the framework of the institutional policy.

Examination and Evaluation Stage: This stage entails a comprehensive assessment of the environmental program's effectiveness and its tangible implementation in real-world settings. In the event of any disparities or incongruities, a meticulous review process is undertaken, and necessary adjustments are made to ensure that the program's

execution adheres faithfully to its original design and intended objectives.

Administrative Design Stage: The administrative design stage encompasses the holistic orchestration of all environmental management processes. It spans various phases that collectively contribute to evaluating environmental performance within the organizational landscape. It involves a keen focus on remaining attuned to emerging developments and trends, enabling the incorporation of novel environmental inputs that align harmoniously with the most fitting and effective environmental strategy.

Figure 1. mechanisms for environmental management



Source: This Study

4. Green Human Resources (GHR)

4.1 Green Human Resources Management Practices

Green Human Resources Management practices are activities that bolster environmental management processes within an organization and enhance its competitive edge. A multitude of studies have delved into environmental variables and practices. We shall delve into some of these practices as follows:

➤ **Green Recruitment:**

Green recruitment involves the employment of environmentally-driven principles and criteria in the selection of new personnel, guided by the concept of Green Human Resources Management, which strives to achieve social and environmental responsibility. This process aims to attract individuals who espouse green values and embody an environmentally-friendly culture. Consequently, it is recognized as the recruitment of fresh talent well-versed in sustainability and green practices, thereby attracting a majority of employees and innovators. This fosters an environmental ethos among the organization's stakeholders through embraced values and behaviors (Al-Zubaidi, 2021, p. 81).

➤ **Green Training:**

Technological advancements have engendered the necessity for skill development in green technologies. As a result, the application of these technologies within an organization entails intricate dynamics. In response to this challenge, Green Human Resources Management strategically fosters knowledge acquisition through the training process. By harnessing training and development practices, organizations can empower employees with the requisite knowledge and competencies to effectively carry out their job responsibilities (Sabbagh, 2020, p. 24). Furthermore, environmental education and awareness play a pivotal role in this process

by aiming to mitigate factors contributing to environmental degradation and pollution

➤ **Green Performance Evaluation:**

Green performance evaluation pertains to the function associated with an organization's policies for measuring environmental performance criteria and indicators achieved by employees across all management levels. It encompasses acquisition of valuable data concerning environmental performance. Effective management of green performance evaluation plays a critical role in optimizing organizational operations, as it aligns employees' performance with the management's environmental objectives, ultimately achieving genuine efficiency and environmental efficacy (Abu-Raman & Al-Sadiqi 2019, p. 50).

4.2 Benefits of Human Resources Management

Management of human resources within an organization offers numerous advantages, irrespective of its nature, as ascertained in our study through an extensive review of relevant theoretical literature. These advantages encompass a range of favorable outcomes, including:

- Enhancement of interpersonal relationships.
- Image enhancement and reputation building.

- Streamlined employee selection process.
- Improved production process and sustainability.
- Environmental negative impacts mitigation.
- Facilitating the achievement of a competitive advantage.
- Enhanced investor returns in the case of economic and industrial institutions.
- Responsiveness to Societal Trends.
- Compliance with Environmental Legislation.

However, there are specific advantages of green human resources management that have been identified by Khuzal et al. (2020, p. 276), which include:

- Alteration in maintenance rates in task completion.
- Enhancement in employee performance.
- Changes in profitability.
- Improved utilization of assets.
- Reduction of practices leading to workplace damage.
- Development of employees' desire and commitment to implementing green human resources management in their organizations.

- Increased employee participation in environmental innovation processes.
- Product development through increased operational efficiency and cost reduction.

5. Environmental Management and Green Human Resources Practices: An Ethical and Environmental Philosophy

Upon reviewing the salient points pertaining to environmental management and green human resources management, a comprehensive philosophy and policy emerge, encompassing ethical and environmental dimensions. This synergistic relationship has yielded positive implications for organizational performance. Consequently, the following key points have been deduced:

➤ ***Eco-Friendly Services and Products:***

This pertains to the organization's commitment to delivering outputs that are environmentally sustainable, embracing an ecological approach within its offerings.

➤ ***Efficiency:***

This concept refers to the expertise, skills, values, and attitudes acquired by employees in the course of their duties, characterized by rationality, competence, and the optimal utilization

of resources. Efficiency can be further delineated into the following categories:

-Individual and collective efficiency: The methodologies employed by individuals, whether working independently or within teams, encompassing adaptability to professional and organizational changes, rapid knowledge acquisition, mastery of information technologies, leveraging capabilities and experiences, and fostering positive professional relationships.

-Strategic efficiency: The capacity to effectively govern the formulation, implementation, and execution of strategies.

-Organizational efficiency: The attainment of desired objectives by the organization, in alignment with its environmentally oriented strategy, both in terms of inputs and outputs.

➤ **Effectiveness:**

This entails the comparison between achieved objectives and predetermined goals, with particular emphasis on environmental considerations, upholding sound values, and avoiding the depletion of environmental resources.

➤ **Innovation:**

Organizational excellence contributes to the attainment of a competitive

advantage through the promotion of innovative practices.

➤ **Organizational Culture:**

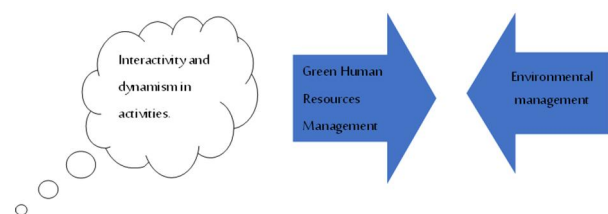
Contemporary organizations assimilate green values and behaviors into their core values, integrating and embodying them alongside other practical and operational practices.

➤ **Information and Communication Technology:**

In response to the global paradigm shift from traditional to digital approaches, organizations are compelled to adopt technologies that facilitate interactive awareness and sensitization. The aim is to expedite service provision while minimizing temporal and financial costs.

Thus, we deduce:

Figure 2. The reciprocal relationship between environmental management and green human resource practices.



Source: This Study

5. CONCLUSION

In conclusion, the analysis of environmental management and green human resources practices reveals their intertwined relationship as two aspects of an ethical philosophy, with a shared emphasis on the environmental dimension. These approaches have become integral parts of contemporary organizational strategies, owing to the accomplishments they bring forth, including fulfillment of environmental objectives, gaining a competitive edge, and establishing a renewed reputation.

Presently, organizations universally strive to incorporate ethical and environmental considerations into their decision-making processes and strategic planning. This trend is driven by the imperative to address ecological concerns, optimize resource utilization in a responsible manner, and embrace an organizational commitment to the environment. Consequently, the following actions are deemed essential:

- Integration of environmental management practices across diverse organizational contexts to remain attuned to global advancements and preserve the environment effectively.
- Activation of the entrusted role of human resources within organizations, particularly in terms of fostering green performance and maximizing the

potential contribution of employees towards environmental sustainability.

- Provision of support for green initiatives within organizations to cultivate an environmental culture that permeates all levels of operation and inspires environmentally responsible actions.

6. Bibliography List:

- Abu Raman, J. B., & Al-Sadiqi, A. R. G. (2019). The impact of adopting green human resource management practices on enhancing the implementation of environmental management at Taif University. *Journal of Economic Studies*, (38).
- Al-Hazam, M., & Issaoui, F. (2021). The mediating role of knowledge management in the relationship between human resource management practices and organizational performance: A case study of the Faculty of Economic and Commercial Sciences and Management at Tahir Mohammed Bashar University, Algeria. *Journal of Economy, Money, and Business*, (3).
- Al-Saran, R. H. (2001). *Environmental management systems and ISO 14000*. Damascus: Dar Al-Rida.
- Al-Zubaidi, G. D. T. (2016). The role of green human resource management practices in fulfilling environmental citizenship requirements: A field study in the General Company for Vegetable Oils. *Journal of Economic and Administrative Sciences*, (63).
- Khuzal, et al. (2020). Green human resource management practices and their impact on enhancing core capabilities: An exploratory study of the opinions of department heads and staff in the departments and units of the University of Mosul Presidency. *Human Resource Development Research Unit Journal*, 11(03), November.
- Rashi, T. (2010/2011). The integrated use of international standards (ISO) in economic institutions for achieving sustainable development (Master's thesis, Doctoral School, Faculty of Economic Sciences and Management, University of Setif).
- Sabagh, M. (2021). The impact of green human resource management on the performance of green human resources: A field study on Syrian private sector companies. *Business Administration*, Syrian Virtual University.