





“Methodological bases of personnel management in the context of implementation of the “green office” concept”

AUTHORS	Olga Bilyk   Dmytro Omelchuk 
ARTICLE INFO	Olga Bilyk and Dmytro Omelchuk (2023). Methodological bases of personnel management in the context of implementation of the “green office” concept. <i>Social and labour relations: theory and practice</i> , 13(1), 40-46. doi: 10.21511/slntp.13(1).2023.04
DOI	http://dx.doi.org/10.21511/slntp.13(1).2023.04
RELEASED ON	Monday, 03 June 2024
RECEIVED ON	Saturday, 23 September 2023
ACCEPTED ON	Wednesday, 29 November 2023
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Social and labour relations: theory and practice"
ISSN PRINT	2410-4752
ISSN ONLINE	2415-3389
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	State Higher Educational Establishment "Kyiv National Economic University named after Vadym Hetman", Social and Labour Relations Institute



NUMBER OF REFERENCES

20



NUMBER OF FIGURES

3



NUMBER OF TABLES

0

© The author(s) 2024. This publication is an open access article.



BUSINESS PERSPECTIVES

Publisher



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10, Sumy,
40022, Ukraine

www.businessperspectives.org



V. HETMAN KNEU

Founder



State Higher Educational Establishment
"Kyiv National Economic University
named after Vadym Hetman",
Prospect Peremogy, 54/1, Kyiv,
03057, Ukraine

<https://kneu.edu.ua/>

Received on: 23rd of September, 2023

Accepted on: 29th of November, 2023

Published on: 3rd of June, 2024

© Olga Bilyk, Dmytro Omelchuk, 2024

Olga Bilyk, Ph.D in Economics,
Associate Professor, Kyiv National
Economic University named after
Vadym Hetman, Ukraine.

Dmytro Omelchuk, Ph.D Student, Kyiv
National Economic University named
after Vadym Hetman, Ukraine.



This is an Open Access article, distributed
under the terms of the [Creative Commons
Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which
permits unrestricted re-use, distribution, and
reproduction in any medium, provided the
original work is properly cited.

Conflict of interest statement:

Author(s) reported no conflict of interest

Olga Bilyk (Ukraine), Dmytro Omelchuk (Ukraine)

METHODOLOGICAL BASES OF PERSONNEL MANAGEMENT IN THE CONTEXT OF IMPLEMENTATION OF THE "GREEN OFFICE" CONCEPT

Abstract

"Green" human resource management is a strategic approach that recognizes the relationship between environmental sustainability and human resources. This can lead to numerous benefits, including cost savings, improved employee engagement, and long-term organizational sustainability. The article examines the methodological foundations of human resource management in the context of implementing the green office concept. The purpose of the study is to identify the components of the conceptual model for implementing the policy of "green" human resource management at enterprises. The basic procedures of "green" human resource management are researched. It is identified that environmentally oriented HR initiatives can be considered as an organizational mechanism aimed at ensuring that employees behave in a "green" way. It is proved that "green" human resource management plays an important role in shaping the environmental values of employees and improving their environmental behaviour, contributing to the formation of the need to create answers to sustainable development issues in the human resource management systems of organizations. A promising direction for further research is the scientific substantiation of the list of indicators for assessing the effectiveness of the implementation of the "green" policy of an enterprise in terms of personnel management.

Keywords

"green office", "green" human resources management, "green" behaviour, "green" attitude, conceptual model

JEL Classification

B10, B20, O13, Q13

О. Білик (Україна), Д. Омельчук (Україна)

МЕТОДОЛОГІЧНІ ЗАСАДИ УПРАВЛІННЯ ПЕРСОНАЛОМ В УМОВАХ РЕАЛІЗАЦІЇ КОНЦЕПЦІЇ «ЗЕЛЕНОГО ОФІСУ»

Анотація

«Зелене» управління людськими ресурсами – це стратегічний підхід, який визнає взаємозв'язок між екологічною стійкістю та людськими ресурсами. Це може призвести до численних переваг, включаючи економію витрат, покращення залучення працівників та довгострокову організаційну стійкість. У статті досліджено методологічні засади управління персоналом в умовах реалізації концепції «зеленого офісу». Мета дослідження – ідентифікація складових концептуальної моделі реалізації політики «зеленого» управління людськими ресурсами на підприємствах. Досліджено основні процедури «зеленого» управління персоналом. Ідентифіковано, що екологічно орієнтовані кадрові ініціативи можна розглядати як організаційний механізм, спрямований на те, щоб працівники поводитися «по-зеленому». Доведено, що «зелене» управління персоналом відіграє важливу роль у формуванні екологічних цінностей працівників та вдосконаленні їхньої екологічної поведінки, сприяють формуванню потреби у створенні відповідей на питання сталого розвитку в системах управління персоналом організацій. Перспективним напрямом подальших досліджень є наукове обґрунтування переліку індикаторів оцінки ефективності реалізації «зеленої» політики підприємства в частині управління персоналом.

Ключові слова

«зелений офіс», «зелене» управління людськими ресурсами, «зелена» поведінка, «зелене» ставлення, концептуальна модель

Класифікація JEL

B10, B20, O 13, Q13

INTRODUCTION

Modern business realities are preparing business entities to study the “green” aspects of their activities (Ahmad, 2015) and adopt the principles of sustainable development (Jones, 2017; Pratama, 2022; Yuce, 2020) and “green” behaviour (Weerarathna, 2018). In particular, the business community has increased awareness of the importance of the greening initiative and the adoption of numerous environmental management strategies. “Green” human resource management (Green Human Resource Management, hereinafter - GHRM) has become an important tool for conducting business activities (Ercantan, 2022). This is a new term that refers to the effective management of human capital in the enterprise, in the context of the introduction of the concept of “green economy” and socially responsible.

GHRM procedures include programs, activities and tactics aimed at reducing negative environmental impacts and improving environmental performance. GHRM helps to address environmental issues through administrative policies, such as environmental safety measures (Rani, 2014). “Green recruitment, selection, training, and development of personnel focuses employees on the environmental tactics of the organization’s business. This helps to increase the environmental awareness of employees.

Important areas of scientific research in the field are:

- management of environmental performance of the enterprise’s employees (Perron, 2006);
- management of remuneration and motivation of personnel in the context of the implementation of the “green” concept of economic development (Ercantan, 2022);
- development of “green” competencies of the company’s employees (Opatha, 2014);
- greening of workplaces (Ercantan, 2022).

At this stage, researchers are studying the impact of GHRM policies on employees’ green behavior, which is a relatively new area (Ercantan, 2022; Dumont, 2017).

Among the domestic researchers whose works reveal the issues of implementing the concept of a “green” office, the following should be mentioned: Kryvomaz, Karpenko (2020), Gevorgyan, Kaplun, Loktionova (2018), Danilova (2017), Tsymbaliuk, Vasylyk, Stoliaruk (2023) and others.

1. LITERATURE REVIEW

Today, companies are actively developing and implementing their own environmental policies, but the results of their efforts in this direction vary greatly in effectiveness. Research and data analysis show that the most successful environmental policies are those that take an integrated approach. This means that in addition to assessing and minimizing the negative impact of enterprises on the environment, attention is also paid to researching and improving the environmental safety of employees in their workplaces.

The global financial and economic crisis of 2008 had a significant impact on the economic growth of democratic countries included in the so-called “golden billion.” At the same time, the

crisis stimulated the economic development of resource-rich countries such as China, India, Brazil, and others. Recently, experts are increasingly discussing threats that could negatively affect the development of the global economy. Among them, special attention is paid to the problems of providing water, food, and energy. In this regard, there are increasingly frequent calls for radical changes in the global economic system.

The United Nations initiated such changes, launching the Green Economy Initiative program in 2009. UN Secretary-General Ban Ki-moon noted that introducing green economy principles could be a key solution to overcoming the global economic crisis and climate change.

Considerable scholarly attention has been paid to the issues of green human resource management (Ahmad) and proposals on the impact of green HRM practices on the environmental behavior of employees in the workplace: the role of the psychological environmental climate and environmental values of employees (Dumont, Shen, & Deng). A number of scholars consider the importance of the Sustainable Development Goals and information and communication technologies for the development of a green office (Ercantan, & Eyupoglu; Hughner, McDonagh, Prothero, Shultz, Stanton).

The literature review shows that successful HR management in the context of the implementation of the green office concept requires the use of various methods, including motivation, training, organizational and administrative measures, employee involvement, as well as control and monitoring. The integration of these methods allows for efficient use of resources, increases environmental awareness of employees and contributes to the sustainable development of the organization.

2. AIMS

The aim of the study is to identify the components of the conceptual model for implementing the policy of “green” human resource management at enterprises.

3. METHODS

During the study, the following general scientific methods of cognition were used to understand economic phenomena: a systems approach, a dialectical method of cognition, induction and deduction, statistical observation and analytical grouping, a tabular graphical method, and an abstract-logical method. Implementing the green office concept requires the use of various personnel management methods aimed at integrating environmental principles into the organization’s daily activities. These methods allow not only to increase employees’ environmental awareness but also to ensure the sustainable development of the enterprise.

4. RESULTS

GHRM defines the planning and implementation of human resource management practices and policies aligned with a company’s environmental sustainability goals to guide employees themselves and develop their attitudes, behaviors, skills, motivation, and commitment to environmental sustainability, and to help ensure that employees are engaged in achieving these greener organizational goals.

Green Human Resources Management initiatives can be seen as an organizational mechanism to ensure that employees behave in a “green” way. GHRM is the best way to help organizations implement sustainability programs and achieve the Sustainable Development Goals, especially by creating a “green-oriented workforce” that can assess and improve environmental issues in the organization’s operations.

The implementation of the GHRM policy at the enterprise includes several stages: planning; execution; control; adjusting (Figure 1).

Thus, the development of GHRM in a company involves greener human resources activities to increase environmental benefits, such as environmental performance management, green remuneration, environmental activism, and more sustainable career development practices that contribute to improved organizational environmental performance. In addition, environmental education training will also enable employees to consciously engage in green organizational processes, be more involved in environmental management, and create a green organizational culture.

One of the several strategies that organizations pursue to improve their environmental performance and achieve their sustainability goals is employee environmental behavior. It can be defined as intentional actions or behaviors of employees that have a positive impact on the environment, reducing the impact of human activities on the environment and promoting positive change for environmental sustainability.

Employee environmental behavior can include activities such as water conservation, efficient use

Source: compiled by the author.

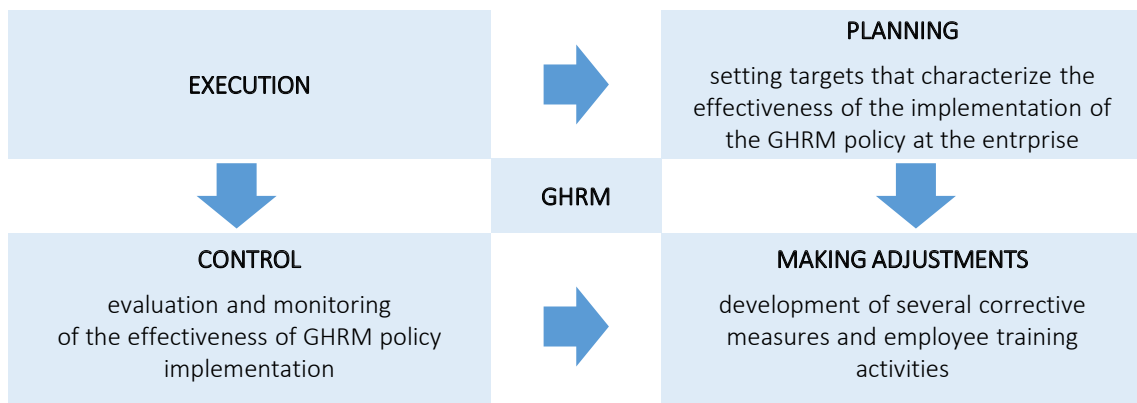


Figure 1. Implementation of the GHRM policy in the green economy system at the enterprise

of resources, waste reduction, energy conservation and recycling, and can be divided into two types: «Task-based green behavior and voluntary green behavior». The former describes green behaviors that are carried out within organizational constraints, within the scope of tasks required by an employee’s role in the company; that is, activities that are formally described and defined as part of their job responsibilities. However, voluntary green behavior of employees is defined as green behavior that is developed on the personal initiative of the employee, exceeding the expectations of the organization.

Over the past 10 years, the HR management services market has been showing a clear positive trend (Figure 2).

GHRM can be expected to influence green behavior because, for example, hiring employees with environmental awareness and sensitivity, involv-

ing them in green initiatives, and providing green training are likely to improve employees’ knowledge, skills, and environmental awareness, making them more psychologically prepared to engage in green behavior. The effectiveness of GHRM practices in achieving the right behavior in the workplace depends on employees’ understanding of the need and urgency of implementing such practices.

GHRM practices play an important role in shaping employees’ environmental values and improving their environmental behavior, contribute to the need to create responses to sustainability issues in organizations’ human resource management systems, and make it necessary to allocate resources that encourage these systems in companies, and thus promote more environmentally friendly behavior and thus improve employee performance.

Let’s take a closer look at the main components of GHRM.

Source: Formed by the authors (Statista, 2022).

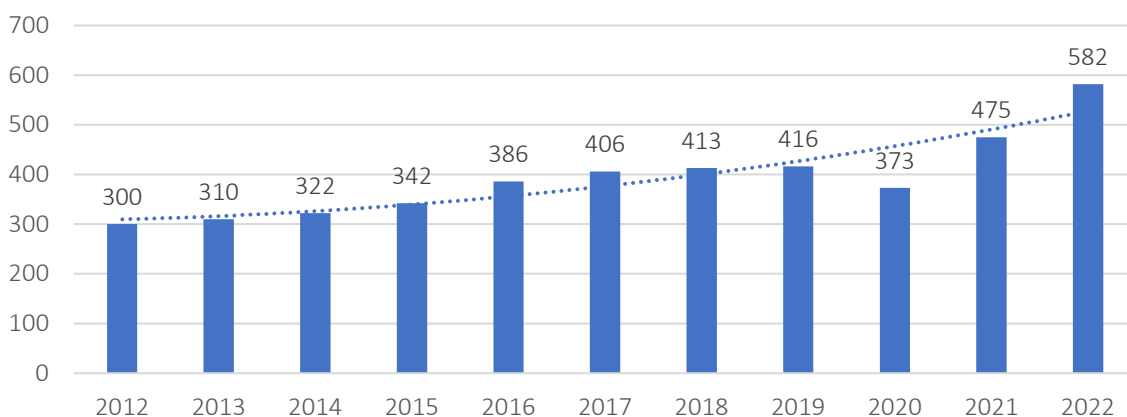


Figure 2. Dynamics of the global HR services market in 2012–2022, bln eur

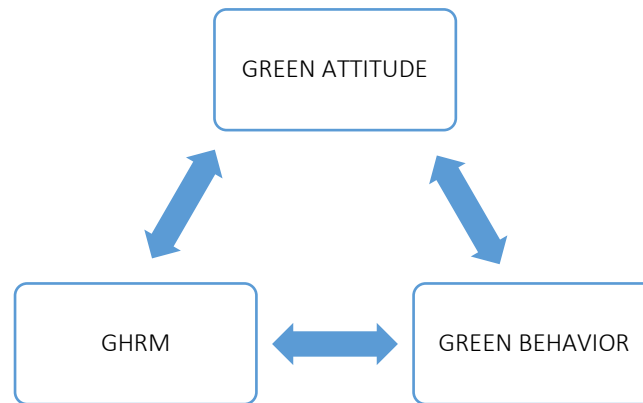


Figure 3. Interdependence of green attitudes, green behavior and GHRM

«Green recruitment and selection are procedures for attracting and hiring candidates with competencies, attitudes, and behaviors that ensure the environmental performance of an organization» (Mashala, 2018). Companies incorporate environmental policies and strategies into their recruitment plans. Digital recruitment is carried out through digital systems, job postings on social media, and online applications. Online interviews or phone interviews are conducted to ensure a “green” selection process. Establishing criteria for assessing candidates’ potential and attitudes towards environmental efficiency during the selection process helps to find employees who are aware of environmental efficiency.

«Green training and development are a set of coordinated activities that encourage and inspire employees to learn about environmental protection and to view environmental issues as critical to achieving environmental goals».

Training and development are the only mechanism for communicating an organization’s environmental goals. It can improve employees’ awareness, knowledge and skills related to environmental protection. Thus, it helps to form a green attitude (Sheikh, 2019). In addition, organizations provide green training, for example, on recycling and waste management, and reduce paper consumption by conducting online training.

An important idea in environmental psychology is the development of a “green attitude” among staff. Employees’ attitudes toward the environment are crucial in setting and achieving the organization’s green goals. Environmental attitudes are defined

as specific principles, perceptions, and goals of a person related to environmentally friendly procedures (Hughner, 2007). It is also called an environmental attitude, an environmentally friendly attitude, or an environmentally sustainable attitude (Coskun, 2018). Any attitude consists of three main components, which include beliefs (cognitive level), feelings (affective level), and behavior (behavioral level) (Robbins, 2010). Thus, these three components occur sequentially, and attitudes are believed to influence behavior.

Thus, a green attitude has these three components, which ultimately leads to green behavior.

To summarize, we formalize a conceptual framework for studying the impact of GHRM on green attitudes. GHRM practices, green attitude and green behavior are independent and interrelated elements of the HRM system.

In general, the impact of a company’s “green” activities can be viewed from four main perspectives:

- 1) the impact of GHRM on green behavior;
- 2) the impact of GHRM on green attitudes;
- 3) the impact of green attitudes on green behavior;
- 4) the mediating effect of green attitude on the implementation of GHRM at enterprises (Figure 3).

GHRM is crucial for creating a culture of environmental care in organizations. In particular,

GHRM practices such as green recruitment and green training and development influence employees' commitment to environmental protection. It also raises employees' awareness of the company's environmental issues. The main goal of GHRM is to create an environmentally friendly workplace and to develop environmentally responsible attitudes and behavior among employees.

CONCLUSIONS

GHRM is a modern HR management concept that integrates environmentally sustainable practices into the organization's human resource management processes. It is aimed at aligning HR strategies and practices with the goals and objectives of the organization's sustainable development. GHRM is an important strategy for organizations seeking to reduce their environmental impact and contribute to a more sustainable future. By integrating environmental issues into HRM practices, organizations can demonstrate their commitment to sustainability. GHRM can increase employee engagement by involving them in sustainability initiatives and fostering a sense of purpose. Employees who feel that their organization is contributing to environmental sustainability are often more motivated and satisfied.

GHRM is an effective tool for shaping the "green" attitude of employees towards the greening of the business entity's activities and achieving the Sustainable Development Goals set out in the UN Agenda 2030.

A promising area for further research is the scientific substantiation of the list of indicators for assessing the effectiveness of the implementation of the enterprise's "green" policy in terms of personnel management.

AUTHORS CONTRIBUTIONS

Conceptualization: Olga Bilyk.
 Data curation: Olga Bilyk.
 Formal analysis: Olga Bilyk.
 Funding acquisition: Olga Bilyk.
 Investigation: Olga Bilyk, Dmytro Omelchuk.
 Methodology: Dmytro Omelchuk.
 Project administration: Olga Bilyk, Dmytro Omelchuk.
 Resources: Olga Bilyk.
 Software: Dmytro Omelchuk.
 Supervision: Dmytro Omelchuk.
 Validation: Dmytro Omelchuk.
 Visualization: Dmytro Omelchuk.
 Writing – original draft: Olga Bilyk, Dmytro Omelchuk.
 Writing – review & editing: Olga Bilyk, Dmytro Omelchuk.

REFERENCES

-
- Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business & Management*, 2(1), 1030817. <https://doi.org/10.1080/23311975.2015.1030817>
 - Coskun, A. (2018). Understanding green behavior. In F. Quoquab, R. Thurasamy, & J. Mohammad (Eds.), *Driving Green Consumerism Through Strategic Sustainability Marketing: IGI Global*. <https://doi.org/10.4018/978-1-5225-2912-5>
 - Danilova, N. (2017). The concept of "green office": world experience and economic justification for Ukraine. *Modern Economics*, 3, 60–68. (In Ukrainian). Retrieved from <https://modecon.mnau.edu.ua/green-office-concept-international-practices-and-economic-evaluation-for-ukraine/>
 - Dumont, J., Shen, J., & Deng X. (2017). Effects of green HRM

- practices on employee workplace green behaviour: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613–27. <https://doi.org/10.1002/hrm.21792>
5. Ercantan, O., & Eyupoglu, S. (2022). How Do Green Human Resource Management Practices Encourage Employees to Engage in Green Behavior? Perceptions of University Students as Prospective Employees. *Sustainability*, 14(3), 1718. <https://doi.org/10.3390/su14031718>
 6. Gevorkyan, A., Kaplun, A., Loktionova, O. (2018). The paperless office in Ukrainian realities on the example of the PJCS «SUN IN-BEV Ukraine» company. *Bulletin of the National Technical University “KhPI” (Economic sciences)*, 48(1324), 100–103. (In Ukrainian). Retrieved from <https://repository.kpi.kharkov.ua/server/api/core/bitstreams/cc68d649-a454-4e0d-8db7-92dbba98f799/content>
 7. Hughner, R., McDonagh, P., Prothero, A., Shultz, C., & Stanton, J. (2007). Who are organic food consumers? A compilation and review of why people purchase organic food. *Journal of Consumer Behaviour: An International Research Review*, 6(2–3), 94–110.
 8. Jones, P., Wynn, M., Hillier, D., & Comfort, D. (2017). The Sustainable Development Goals and Information and Communication Technologies. *Indonesian Journal of Sustainability Accounting and Management*, 1(1), 1. <https://doi.org/10.28992/ijSAM.v1i1.22>
 9. Krivomaz, T., & Karpenko, N. (2020). Green standards for improving office activities in the new environment. *Ecological safety and nature management*, 34(2), 5–21. <https://doi.org/10.32347/2411-4049.2020.2.5-21>
 10. Mashala, Y. (2018). Green human resource management and environmental sustainability in Tanzania: A review and research agenda. *International Journal of Academic Multidisciplinary Research*, 2(12), 60–68.
 11. Opatha, H., & Arulrajah, A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*, 7(8), 101.
 12. Perron, G., Côté, R., & Duffy, J. (2006). Improving environmental awareness training in business. *Journal of Cleaner Production*, 14(6–7), 551–562.
 13. Pratama, V., Gustomo, A., & Ghazali, A. (2022). Sustainability-Driven Enterprise: A Literature Review on Organizational Capabilities. *Indonesian Journal of Sustainability Accounting and Management*, 6(1). <https://doi.org/10.28992/ijSAM.v6i1.587>
 14. Rani, S., & Mishra, D. K. (2014). Green HRM: Practices and Strategic Implementation in the Organizations. *International Journal on Recent and Innovation Trends in Computing and Communication*, 2(11). <https://doi.org/10.17762/ijritcc.v2i11.3525>
 15. Robbins, S., Judge, T., & Campbell, T. (2010). *Organizational behaviour* (1 Europ. Edit.). Pearson Education.
 16. Sheikh, W., Islam, M., & Rahman, F. (2019). Implementing Green Human Resource Management: Cost-Effective Strategies and Tools. *Journal of Entrepreneurship Organization Management*, 8, 264. Retrieved from <https://www.hilarispublisher.com/open-access/implementing-green-human-resource-management-costeffective-strategies-and-tools.pdf>
 17. Statista (2022). *Market size of the HR services industry worldwide from 2012 to 2022*. Retrieved from <https://www.statista.com/statistics/550941/market-value-of-the-hr-services-industry-worldwide-by-service-line/>
 18. Tsybaliuk, S., Vasylyk, A., & Stoliaruk, K. (2023). Green recruitment and adaptation practices in GHRM. *IOP Conference Series. Earth and Environmental Science*, 1126(1), 012029. Retrieved from <https://ir.kneu.edu.ua:443/handle/2010/39934>
 19. Weerathna, R., Jayarathna, D., & Pintoe, A. (2018). Employee Green Behavior: A Case in Manufacturing & Service Sector in Sri Lanka. *International Journal of Academic Research in Business and Social Sciences*, 7(12), 1095–1106. <https://doi.org/10.6007/IJARBS/v7-i12/3740>
 20. Yuce, A., Gokce Yuce, S., & Katirci, H. (2020). Examination of Sustainability Strategies of Enterprises that Operate in the Sports Industry. *Indonesian Journal of Sustainability Accounting and Management*, 4(1), 134. Retrieved from <https://www.ijSAM.org/index.php/ijSAM/article/view/265/67>