

GREEN HUMAN RESOURCES MANAGEMENT (GREEN HRM) AWARENESS AND ADOPTION: A CASE STUDY OF SOME SELECTED ORGANIZATION IN LAGOS STATE – NIGERIA

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Abstract

The need to protect the environment and human from Greenhouse gases as a result of climate change, environmental degradation, and rise in ocean level has necessitated green activities. Human resources are the major drivers in ensuring business sensitivity to environmental issues, thus adequate implementation of positive environmental management and business perception will not be possible when organization and workers' awareness about the environment are not made possible by stakeholders. In view of this, this study used a convenience sampling technique to select some companies across Lagos State, Nigeria to sample their awareness about Green Human Resources Management (GHRM), and the extent of the adoption of green initiatives in these companies. A total of 46 and 55 HR practitioners and employees respectively were selected across these companies in Lagos State to sample their opinion through a semi structured interview on their level of awareness and adoption of GHRM. The findings from the collected data were analysed through descriptive statistics using frequency and percentage. The results indicate that despite the fact that more than half of the human resources practitioners were aware of Green HRM majority of the HR practitioners still used the conventional method of human resource and the rate of adoption is very low among them. Reasons given for the low adoption were as a result of the cost involved in changing from conventional HRM to modern/Green HRM, low patronage for green product due to high rate of poverty in the country, and couple with the low awareness among the consumers about green product. Also, among the employee the awareness is very low and the few that are aware about green initiatives are not often motivated by the working environment and their employers' contribution to green initiative. The study, therefore recommended that stakeholders and government should assist HR practitioners financially, tax reduction, to ease their transition from traditional HRM to Green HRM especially those whose activities could lead to environmental issues. Also, more training, seminars, and workshop should be organized periodically in order to increase awareness for customers, employees, and HR practitioners. Finally, standard of living of the citizen needs to be improved through some palliative measures also sensitization programmes about green product should be given so that patronage for green products can be encouraged among consumers.

Introduction

Recently, there has been shift from conventional human resources management practices to the modern form of human resources practices (Green HRM) due to the increase awareness on the need to embrace green economy. The quest for green economy emanated as a result of the degradation of the environment, depletion of the ozone layers, and the release of harmful substances from various business activities to the environment, which often affect human health and the environment. The concept of GHRM is well known in developed world, but with limited recognition in developing countries especially Africa and Nigeria as one of the Africa developing countries is not an exception. Green HRM is a modern form of human resources practice that entails the practices of HR initiatives that enhance eco-friendly environment and spur the use of resources in an efficient and sustainable manner. Green HRM is the integration of environmental management with human resources management for the benefit of the organisation, employee, and the environment. For effective and efficient practise of Green HRM, organisations' and employees' awareness about green initiatives is paramount. Also, it is found that when organisation invest in green product it will require green workforce (Mishra, 2017). In addition, due to the highly competitive

global economy organisation needs not only be efficient in their operation but also needs to be mindful about their environment (Yong, Yusliza, and Fawehinmi, 2019). Since organisations are enjoined not only to make profit but also to save the environment which is part of their social responsibility, in the light of this, organisations have realized the need to inculcate greening in their various activities and this has extended to the area of human resources

Since human activities are believed to cause environmental degradation and human constitute an important factors used in production and in running the organisation, therefore, organisation needs to be conscious about what constitute their human factors. Study of Green HRM is paramount in developing countries as most countries are subjected to high manufacturing activities that can affect the environment (which is due to the availability of cheap labour and lack of effective laws and regulations), inefficient use of resources (water, electricity etc.), and carbon dioxide emission from industrial activities.

In spite of wide literature on green economy and green entrepreneurship, wide gaps still exist in the area of human resources management (Saraswat, 2015). Green HRM practices affect both organisation and employees in the literature most studies on GHRM awareness and adoption were often done in developed countries and to the best of our knowledge studies that has empirically embarked on green human resources awareness and adoption from the organizational perspective and employees' perspective at the same time are limited in the literature. However, this study will examine green HRM awareness from the point of view of both organisation and the employee. in some selected companies that are susceptible to cause occupational and environmental hazards. The study will also examine the extent of the adoption of green HRM from the side of both employee and organisation. In addition, the extent of the awareness will also be examined in those organisations. The paper also helps to identified areas of green initiatives where awareness of GHRM attention is needed. Furthermore, the study also investigates the extent of the adoption of green HRM from the side of both employee and organisation. And lastly, the paper examines the effectiveness of Green HRM among organisation and employees.

Following the introductory part of the paper, the next part reviews some literature on the subject matter. Part 3 of the paper presents the methodology employed by the study, and part 4 gives the conclusion, recommendations, and suggestion for further research.

Literature Review

Literature found that awareness of Green HRM practices is not a direct access to green HRM practices and initiatives for instance, Popli (2014) concluded in a study of HR practices, awareness and implementation in Nasik India that some organisations are aware about green HRM practices, but only few still put it into practices. Similarly, Faridand Elshwalty (2018) found that human resources manager in the hospitality organisations are aware of green HRM however the total adoption is not fully implemented in those organisations.

However, Ahmad (2015) explained that the rise in awareness about green policy has enhanced human resources to adopt green HR practices by emphasizing on zero paper approach, reduces carbon foot print, and waste product.

It is also discovered that GHRM practices can help to strengthen or enhance the quality, value of environmental performances (Renwick et al., 2013). A study carried out by Harvey et al. (2012) concluded that HRM plays prime role in execution of green practices and indicates the contribution of HRM to the green performance.

Similarly, Uddin (2018) found a positive impact of green practices on organisation performance and image. Also, the adoption and practices of green human resources management enhance environmental protection and ecological equality (Prasad, 2013).

Methodology

Area of Study

The study was carried out in Lagos State, Nigeria. the State is the largest city in Africa and the industrial hub of Nigeria. Lagos State is among the top ten industrial zone in Nigeria. The major industrial Zones in Lagos State are: Ikeja, Agidingbi, AmuwoOdofin (industrial), Apapa, Gbagada, Iganmu, Ijora,

Ilupeju, Matori, Ogba, Oregun, Oshodi/Isolo/Ilasamaja, Surulere (light industrial) and Yaba (Ogungbuyi and Osho, (2005)

Sample

The population of study are the various organizations which represent the Strata The strata consist of different organisations (heterogeneous group) that engaged in different activities, the strata is divided into stratum with each Stratum consisting of homogeneous group. The homogeneous groups (stratum) are the organisations in the same line of business activity. Samples were selected randomly from each stratum.

Given the fact that the study is carried out to examine the level of firm’s awareness and involvement in green HRM practice, in line with these objectives, a total of 45 firms that are susceptible to cause environmental health issues due to their business activities are selected across various organisations in Lagos State. In addition to this, a total of 84 employees were selected among the employees working in these organisations. Among the 14 industrial zones, three organisations were randomly selected from each organisation and this gives a total of 42 organisations that was randomly selected from the 14 industrial zones. Among these 42 organisations selected, 2 employees were randomly selected each from the 42 randomly selected organisations making a total of 84 employees selected.

Results and Discussion

a) Descriptive Statistic Results

Table 1 below presents the Descriptive Statistic results

Table 1:Descriptive Statistics

Variable	Organisations		Employees	
	Frequency (42)	Percentage (%)	Frequency (84)	Percentage
Years of existence of the organisation/work: Experience:				
< =5years	20	47.62	3238.10	
6 Years – 10 years	7	16.67	1315.48	
11 Years – 15 years	10	23.81	17	20.24
16 Years- 20 Years	3	07.14	20.24	
21 years and Above	2	04.76	12	14.28
			10	11.90
Types of Organization:				
SMEs	28	66.67	56	66.67
Big Organization	14	33.33	28	33.33
Kind of Business Activities:				
Manufacturing	24	57.14	48	
Service	18	42.86	36	42.86
Educational Level of the Employee:				
Formal Education			45	53.57
No formal Education			39	46.43
Gender of Employee:				
Male			49	58.33

Female	35	41.67
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From the descriptive statistics in Table 1, it is observed that among the employee selected for interview 58.83% (49) are males while the remaining 41.67% (35) are females. Although, there are more males employed in the selected organisations than their female counterpart. However, the gap between the male and the female respondents is marginal. In terms of education, more than half of the employee are educated with formal education and this stood at 53.67% (45) for frequency and percentage respectively while almost half of the employee are not formally educated as given by the percentage of and frequency of 46.43% and 39 respectively. This indicates that the gaps between the educated and non-educated employee is marginal.

The selected organisations are mainly Small & Medium organisations and large organization. Over 65 percent (66, 67%) of the selected organisations are small and medium scale enterprises. from this figure, 66.67% of the employee were selected. Less than 40% are large scale enterprises as indicated by the percentage of 33.33%. from this percentage, 33.33% of the selected employee were from the large organisations.

The kind of activities involves by the organisations are manufacturing and services. From the selected organisation, 57.14% represents those organisations that are based on manufacturing of products and the remaining 42.86% of the organisations focus on providing services. Among the manufacturing organisations, almost 60% i.e. 57.14% of the employee that were selected for interview were from the manufacturing organisations and the remaining 42.86% of the selected employee were from the service organisations. Majority of the organisations have not spent more than 10 years in their businesses as represented by the percentage of 64.29% (47.62% + 16.67%). while the remaining organisations have been in existence for over 10 years and this is represented by the percentage of 35.71% (23.81%+ 07.14%+ 04.76%) from the Table.1.

For the employees, over 30% of the employees have up to 1-10 years working experience as represented by the percentage of and the frequency of 38.10% (32) while the remaining 61.9%(68) which denote frequency and percentage respectively are workers that have more than 10 years working experience.

b) Findings from the conducted Interview

Table 2: Findings from the Conducted Interview

Variable	Organisation		Employees	
	Frequency (42) (%)	Percentage	Frequency (84) Percentage (%)	
Awareness about Green HRM by both organisation and employee:				
Awareness				
Not Aware	29	69.05	36	
	13	30.95	42.86	
			48	
			57.14.	
Practicality of Green HRM by organisation:	Frequency (42) (%)	Percentage	Frequency (36) Percentage (%)	
Adoption	18	42.86	12	33.33
Non- adoption	24		24	66.67
	57.14			
Continuity in the Adoption of Green HRM Practices:	Frequency (18) (%)	Percentage	Frequency (12) Percentage (%)	
Yes				
NO	15	83.33	7	58.33
	3	16.67	5	41.67
Types of Green HRM practices by Firm	Frequency (18) (%)	Percentage		

Recruitment & Selection		
Training & Development	18	100
Green Performance and Appraisal	8	44.44
Green Compensation & Reward	4	22.22
Recycle, Reduce, & Reused	7	38.88
	14	77.77

Table 2 presents the findings from the conducted interview. From the 42 selected organisations, 29 were aware of the green HRM practices and this is represented by 69.05%. The remaining 13 out of the 42 selected organisations which represents 30.96% were not aware about what GHRM is all about. For the employee, less than 50% of the selected employees were aware of green human resource practices as shown by the frequency and percentage of 36 and 42.86% respectively while the remaining 48 and 57.14% which represent the frequency and percentage are not aware of GHRM practices.

In terms of adoption/practicality of Green HRM by organisation, only 18 (42.86%) as represented by the frequency and percentage adopted Green HRM practices in their organisations. The remaining 24 (57.14%) which stand for the frequency and percentage did not adopt GHRM practices in their organisations. Similarly, for the employee, 33, 33% (12) that stand for the percentage and frequency were those that adopted Green HRM. the remaining 66.67% (24) which represent percentage and frequency were for those that did not adopt Green HRM practices. This indicates that for both HRM practitioners and employees, that the number that adopted HRM practices was less than those that did not adopt the practices. This result is in line with the study conducted by Popli (2014) who concluded in a study of HR practices, awareness and implementation in Nasik, India that as some organisations are aware about green HRM practices, only few still put it into practices. Similarly, Farid and Elshwalty (2018) found that human resources manager in the hospitality organisations are aware of green HRM but the total adoption is not fully implemented in those organisations.

In terms of continuity in GHRM practices, of the total number of organisations that adopt GHRM, 15 agreed to continue with the use of GHRM in their organisations because of the need to reduce their cost of operation, spur organisations' competitiveness, and to boost organisations' image. While the remaining 3 disagreed to continue due to some reasons such as initial capital involves, low literacy rate of employee in computer operation among applicants and other skills require, difficulty getting the required skills and experience workers needed, changing from conventional HRM to GHRM may be challenging especially at the initial stage if its introduction. Similarly, for the employee, 7 employees out of the 12 employee that adopted GHRM practices agreed to continue with the practices while the remaining 5 disagreed with the continuation of GHRM practices.

Among the green HRM practices viz a viz green recruitment & selection, Green Research and Development, Green Compensation & Appraisal, Recycle, Reuse, & Reduce. Green recruitment & selection is widely adopted in organisation by those organisation that adopt green HRM practice and this is followed by Recycle, Ruse, & Reduce which stood at the frequency of 14 meaning that only 3 of the organisations that adopted GHRM are not putting it into use Recycle, Reuse & Reduce in their activities. However, Training and Development was only adopted by less than half of the organisations that adopts GHRM. Similarly, Green compensation 7 reward and Green Training and Development are adopted by 7 and 4 by the organisation that adopted GHRM practice respectively.

Conclusion, Recommendation, and suggestion for further research

Though awareness of GHRM practices is higher among HR practitioner than employee, however, the adoption of the initiative is still low for both HRM practitioners and the employee. Furthermore, the number of employee that adopted GHRM is lower than those that did not adopt the practice for both employee and HRM practitioners.

Among the HRM practitioners a high number agreed to continue with green initiatives because of its impact on their business running cost, competitive advantage over other organization. Similarly, though the rate of continuity in green initiatives among employee is lower than HRM practitioners the number

however outweighed those that disagree to continue with the initiatives are not often motivated by the working environment and their employer to practise green initiative. The study, therefore recommends that stakeholders and government should assist HR practitioners financially and technically to ease their transition from traditional HRM to Green HRM especially those whose activities could lead to environmental issues. In addition, more training, seminars, and workshop should be organized periodically in order to increase awareness among the customers, employees and HR practitioners about different types of green HRM practices. Also, more adoption of Green HRM practices can be spurred through reduction in taxes for firm especially those that embark on green initiatives.

Lastly, we found out that among the green HRM practices investigated in the study- Recruitment & Selection, Green Training & Development, Green Performance & Appraisal, Green Compensation & Reward, Recycle, Reduce, & Reused, only Green Recruitment & Selection and Recycle, Reduce & Reused are often practices by most of the organisations that adopted green initiatives in their HR management. Therefore, based on findings green HRM awareness among HRM practitioners is still low although the awareness is higher when compare to employee in the organisation

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