



FACULTY OF
MANAGEMENT
University of Lodz

Leadership and teamwork management Erasmus course



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Green Human Resource Management

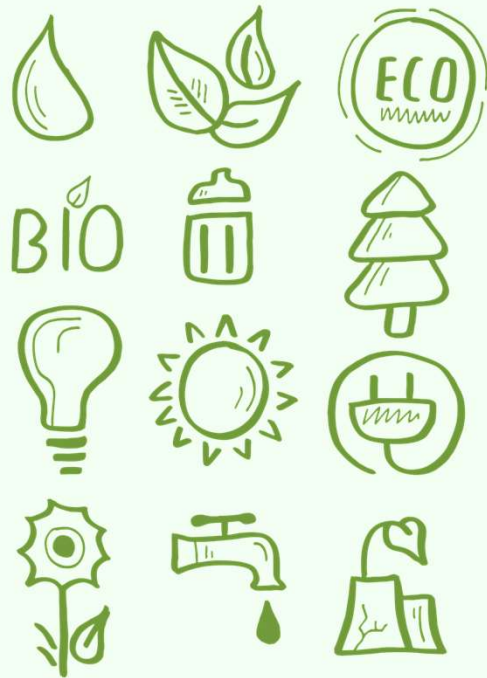


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A



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The research results presented in this presentation are the result of the work of the research team.

Recent publications/ The results of our research are presented in the papers below



- Matejun, M., Matusiak, B. E., & Różańska-Bińczyk, I. (2024). Employee Readiness for GHRM and Its Individual Antecedents: Instrumental and Change-Based Approach. *Sustainability*, 16(11), 4776. <https://doi.org/10.3390/su16114776>
- Różańska-Bińczyk, I., Matejun, M., & Matusiak, B. (2020). Praktyki green HR we współczesnych przedsiębiorstwach [Green HR practices in modern enterprises]. In: J. Cewińska, A. Krejner-Nowecka, S. Winch (Eds). *Zarządzanie kapitałem ludzkim-wyzwania*. Warszawa: Oficyna Wydawnicza SGH.
- Matusiak, B., Matejun, M., & Różańska-Bińczyk, I. (2020). Koncepcja zrównoważonego rozwoju jako środowisko implementacji praktyk green HR we współczesnych przedsiębiorstwach [The Concept of Sustainable Development as an Environment for Implementing Green HR Practices in Modern Enterprises]. In: M. Urbaniak, A. Tomaszewski (Eds). *Wyzwania społeczne i technologiczne a nowe trendy w zarządzaniu współczesnymi organizacjami*. Warszawa: Oficyna Wydawnicza SGH.
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Workplace Trends 2025



Incorporate & Embrace AI

AI is not here to replace, but enhance our capabilities. In 2025, there will be human and technology synergy as the two coexist.



Upskilling Initiatives

With rapid technology advancements, skill development is paramount. Emerging and existing roles are demanding new skills. Organizations that emphasize continuous learning and offer opportunities to do so will remain ahead and well positioned for success.



Human Centric Approaches & "Whole Person Hiring"



There is a growing emphasis on true connections among organizations, starting with emotionally intelligent leadership that nurtures teams. This satisfies the need for employees to feel connected and better understood.

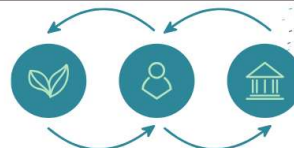
Hybrid Structure & Agile Workplaces



The role of the office has shifted and will become "hubs of innovation and social interaction" (Sethi). This model supports the balance of workplace leisure, employee wellbeing, and reinforcement of company culture and innovation.

CSR & ESG Initiatives

As consumer values shift, corporate strategies must adapt as business, society, and the environment are integrated. This ensures companies adopt a forward-thinking approach for all of their goals and initiatives. Deloitte found that 77% of consumers are more likely to purchase from companies with a strong commitment to CSR.





The top 10 priorities for HR teams in 2024

Ciphr



The top priorities for HR professionals and people teams this year, according to 300 UK HR decision-makers (surveyed by Onepoll for Ciphr in February 2024).



The biggest HR challenges in 2025

What do you think will be the most important HR trends in 2025?

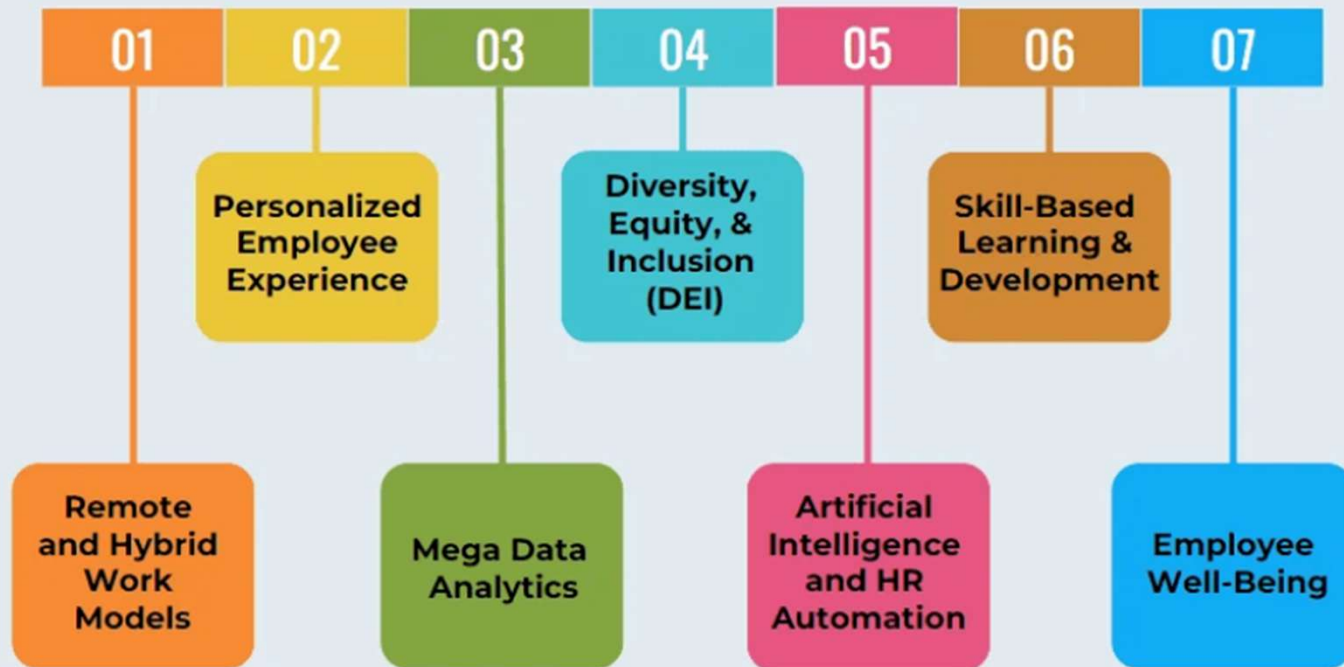
- 1 Hybrid and remote work optimisation
- 2 Employee well-being and mental health
- 3 AI and automation in HR
- 4 Diversity, Equity, Inclusion and Belongingness
- 5 Skills-Based Hiring
- 6 Sustainability in HR Practices





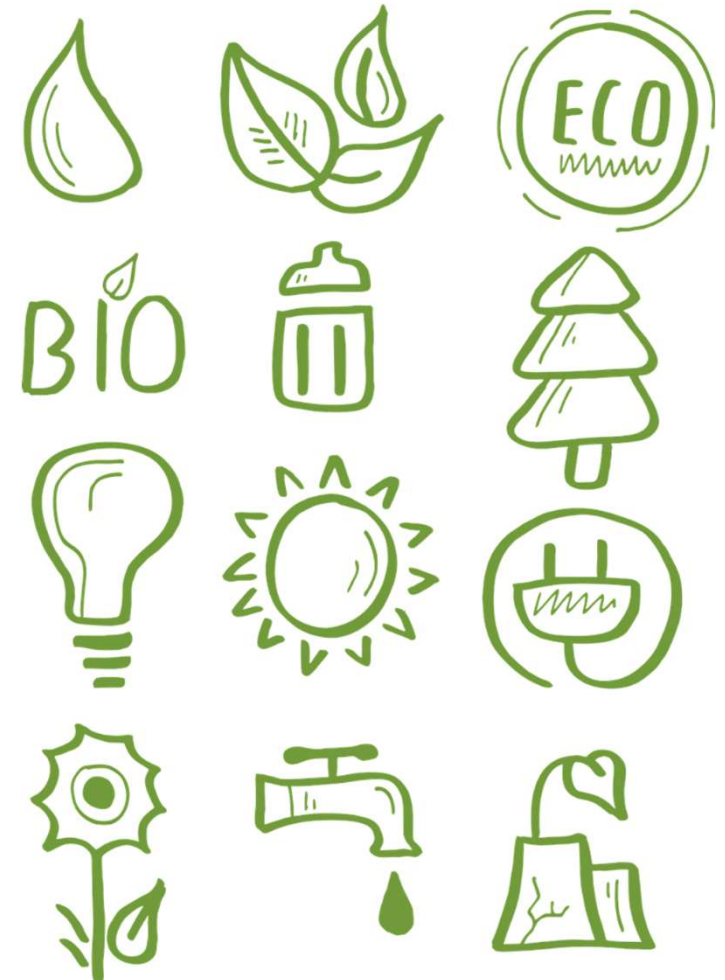
Recent HR Trends 2025

Transforming the Future of Workplace Strategies





Green Human Resource Management: A New Trend in HRM



AGENDA



1. Green HRM – definition and scope of the concept
2. Examples of GHRM practices in business
3. Readiness of employees to use GHRM practices
4. Summary
5. Literature

Including:

- research results
- quizzes

Teamwork



Step 1: Divide into groups of four. Make sure that each group includes students from different countries.

Step 2: You'll work together in these teams to complete all class activities.

Green Human Resource Management – Green HRM



What words do you associate
with **Green HRM**?



Green HRM - definition and scope

Green Human Resources Management (GHRM) integrates environmental management and HRM to align employees and their behaviors with a company's environmental strategy by rooting sustainability in the center of the organization's HR processes.



Green HRM - definition and scope

Human resource management practices are developed and implemented to promote specific behaviors among employees, which increase the environmental performance of the entire company.



Human resource management practices are divided into categories



- **HR Planning:** Human resource planning is a process that determines the level of staffing needs, which is necessary to formulate and implement a management strategy.
- **HR Recruitment & Selection:** this process allows you to determine the organization's employees needed to achieve its strategic goals.
- **HR Development:** is any change in knowledge, skills, attitudes and behavior of people.

Human resource management practices are divided into categories



- **HR Engagement:** It means the degree to which an employee identifies with a given organization. Commitment determines the extent to which employees identify themselves and become involved in the organization's life, using their competencies to achieve its goals.
- **HR Motivating:** means creating the right conditions and using rewards so that employees act in line with the organization's goals.

Human resource management practices are divided into categories



- **HR Performance Management:** Measuring the performance of employees, teams, or the organization. The goal is to improve work to help the company reach its mission and goals.
- **HR Resignations:** mean reduction of employment.



Green human resource management practices are divided into seven categories



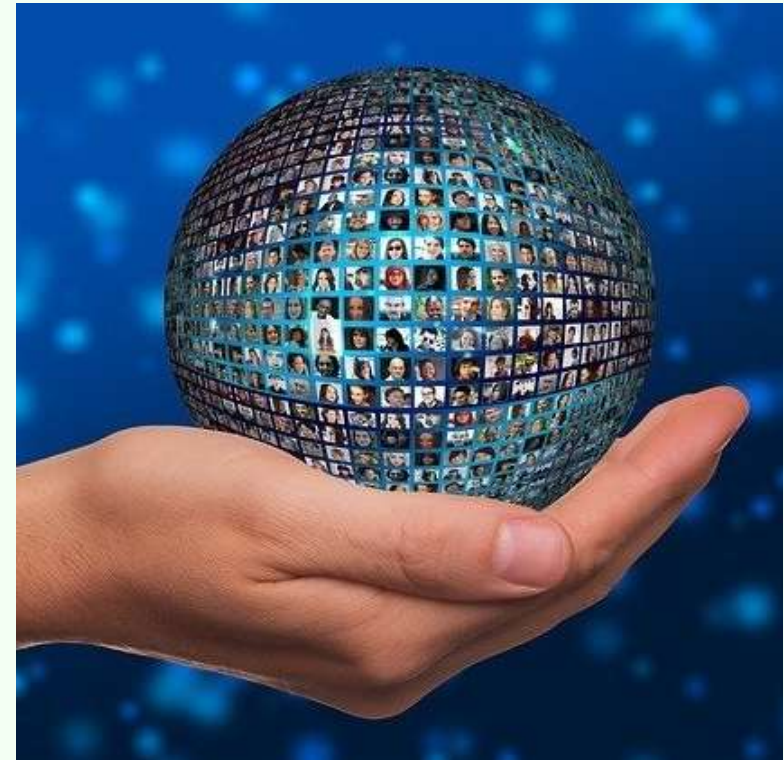
- GHR Planning
- GHR Recruitment & Selection
- GHR Development
- GHR Engagement
- GHR Motivating
- GHR Performance Management
- GHR Resignations



Quiz 1

Please assign specific GHRM practices to specific areas of Human Resource Management:

- GHR Planning
- GHR Recruitment & Selection
- GHR Development
- GHR Engagement/Motivating
- GHR Performance Management
- GHR Resignations



You have tables with HRM processes, and you will match green practices to these processes.



GHR Planning

- Inclusion of environmental protection tasks in job descriptions
- Green aspects in HRM strategy and procedures
- Forecasting the number of employees and types of employees needed to implement the corporate environmental management initiatives/programs /activities (e.g. ISO 14001, cleaner production etc.)
- Analyzing the labor market for the availability of candidates with green skills



GHR Recruitment & Selection

- Highlighting the company's green image in the labor market
- Inclusion of green competences in job profiles
- Include green skills as required in recruitment advertising
- Preferences for candidates with environmental awareness
- Introduce new employees to the company's environmental activities and successes
- Showing new employees good examples of environmental behaviors in the company



GHR Development

- Education, training, and workshops to raise personnel's environmental awareness and competences and ability to identify and solve environmental problems
- Promoting environmental behavior by educating through e.g. newsletters



GHR Engagement

- Introduce a support system for employees on environmental issues
- Encouraging employees to share resources in an environmentally friendly way, e.g. car sharing, car pooling
- Supervisors' support of employees' environmental activities
- Creation of environmental teams
- Promoting leaders who support environmental activities
- Encouraging employees to report environmental improvements



GHR Motivating

- Use of financial and non-financial incentives to motivate employees to act for the environment
- Salary increases based on the employee's environmental performance
- Grants for conferences/training in support of environmental protection activities
- Green benefits to support environmental sustainability
- Flexible working hours to take up ecological activities
- Disciplinary tools for employees for environmental offenses
- Allowing flexible working hours for environmental activities
- Dismissal of an employee from the company on the basis of serious environmental offenses.



GHR Performance Management

- Inclusion of green objectives in staff appraisal.
- Including Green criteria in staff appraisal.
- Informing employees about their contribution to the company's green successes.



GHR

Resignations

- Analyzing whether environmental issues are a reason for resignation
- Using interviews with departing employees to have them evaluate the company's environmental practices
- Collecting ideas from resignations employees on how to improve the company's environmental activities

GHRM practices and environmental performance



effectiveness of the pro-environmental activities in the company:

Green processes:

- reducing the use of natural resources,
- ensuring that the activity does not harm the environment.

Green products/services:

- modified offer, product innovations,
- increasing energy efficiency, minimizing waste, using environmentally friendly raw materials,
- extension of products life-cycle,
- recycling possibilities for products.

Green management:

- management methods that transform company systems and functions into eco-friendly solutions.

Environmental performance at: (1) Individual level,
(2) Team level, (3) Company (organizational) level,
(4) Network level



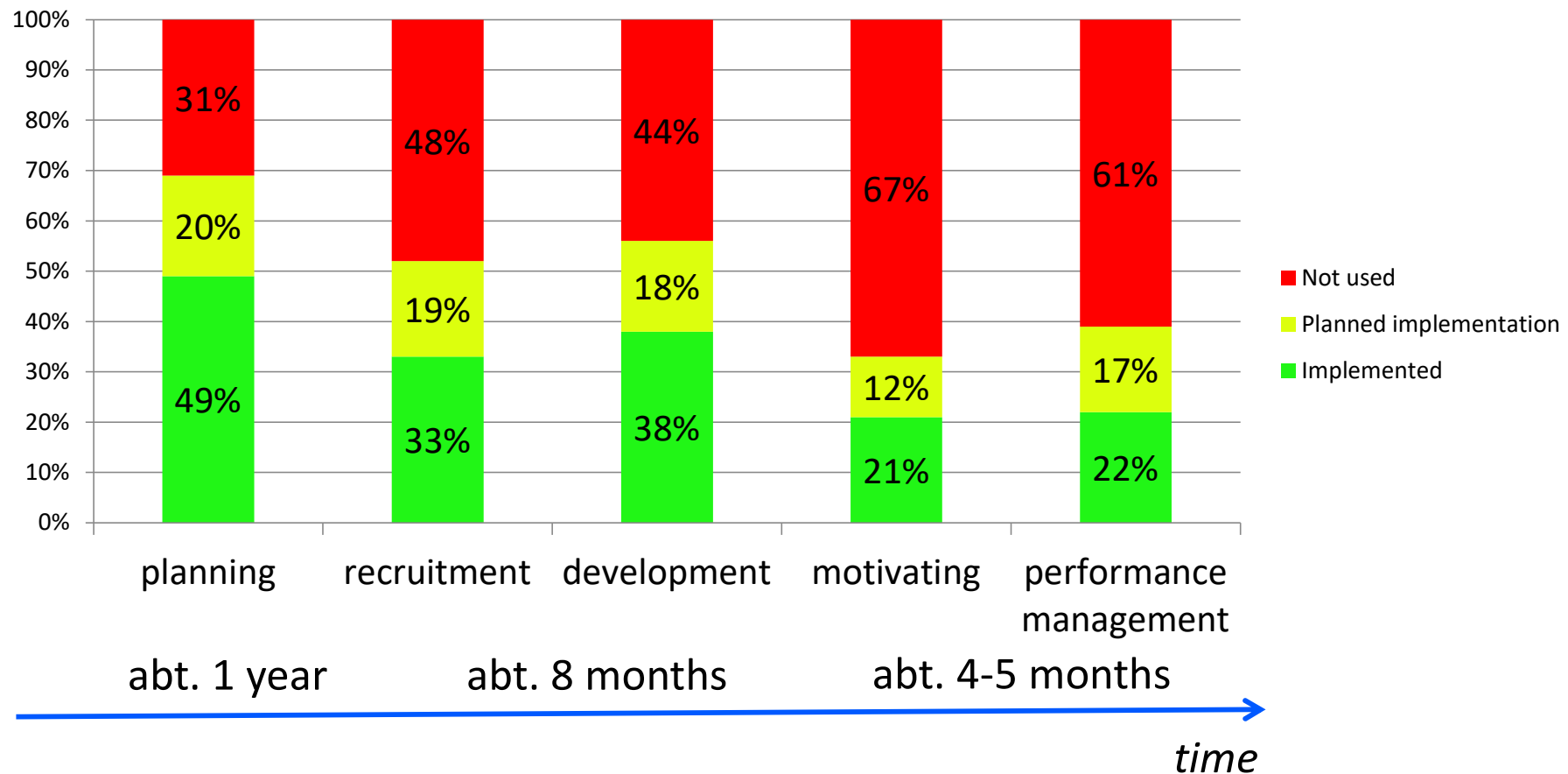
Research methodology Green HRM Practices and Multilevel Organizational Performance Management



- In 2019 we conducted own survey research on the sample of 120 managers and employees from companies located in Lodzkie region.
- Research on a sample of working students of part-time (extramural) and postgraduate studies of the University of Lodz and the Technical University of Lodz.
- **Respondents:**
 - men (53%), 21-30 yo (70%), specialists (56%), regular employees (26%) or managers (18%) in marketing (23%), IT (18%) or logistics (15%). Field of study: economics (43%) or technical (27%)
- **Enterprises:**
 - micro-small (35%), medium-large (65%), market range: national (33%), international (53%), sector: services (48%), trade (28%), production (24%), ownership: Polish (55%), foreign (34%).

Scope of application of GHRM practices in the surveyed companies

- **77% of respondents perceive the implementation of at least 1 GHRM practice in the company!**
- **Scope of GHRM practices in the stages:**



GHRM Green HRM practices started earlier and were used more in companies owned by foreign capital

GHRM practices examples in the surveyed companies



- **Only 33% of respondents** were able to provide an example of GHRM practice applied in the company:
- **HR green planning:**
 - objectives for the company and employees resulting from the environmental policy and ISO 14001,
- **HR green recruitment:**
 - **lack of examples** 😞
- **HR green development:**
 - trainings on environmental behaviours and practices, workplace instructions for waste segregation, stickers to encourage water and electricity saving
- **HR green motivating:**
 - rewards for green ideas, support to buy bicycles; environmental integration events
- **HR green performance management:**
 - Increasing productivity and reducing costs by switching to electronic document workflow

Quiz 2

2023 Survey on a sample of 213 respondents from companies in the Lodz region

Assessment of 39 GHRM practices on a scale from 1 to 5

Respondents: men (54%), women (46%); Age 18-45 years old; professionals (50%), employees (36%), managers (14%)

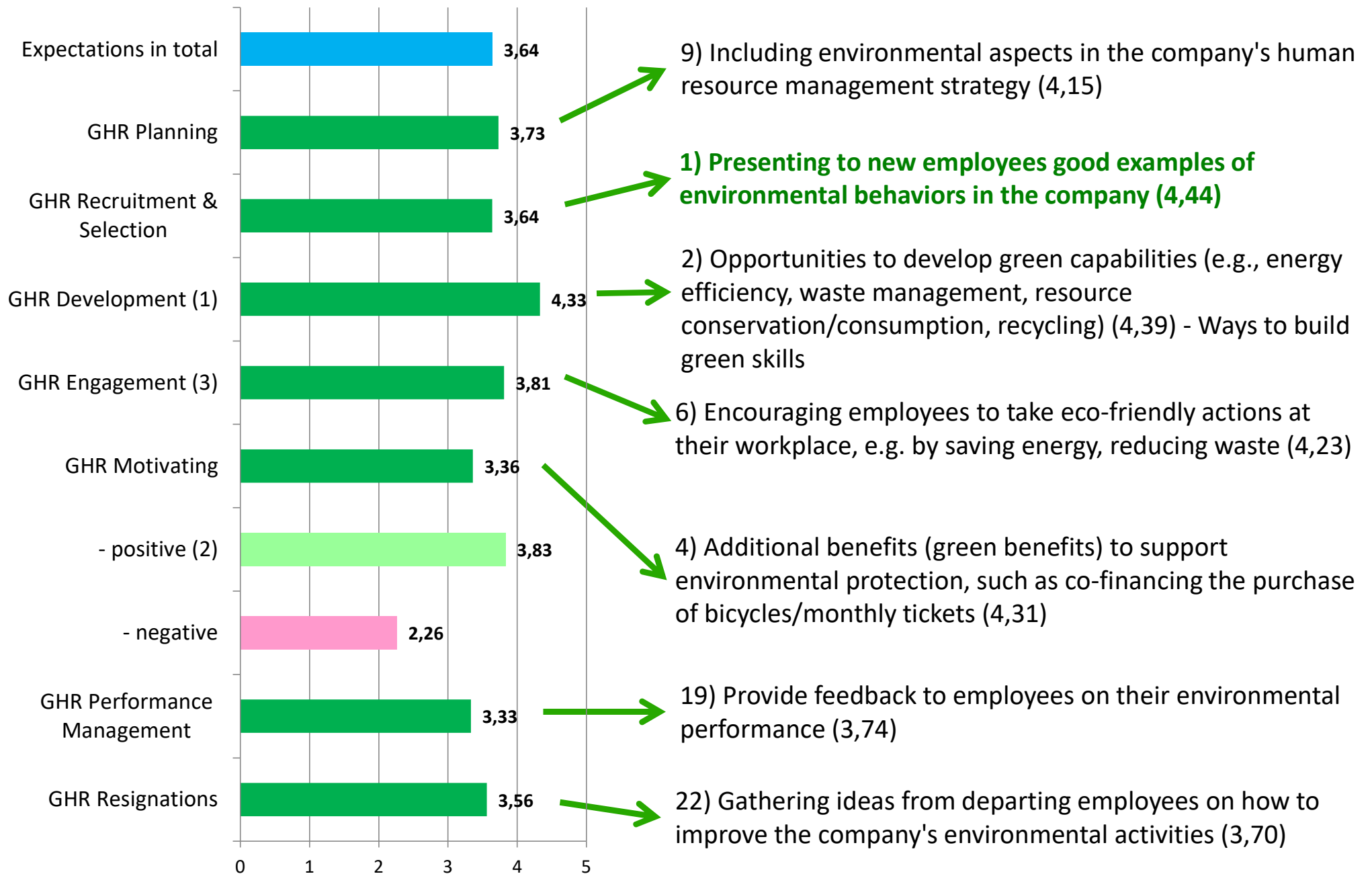
Representatives of large companies (44%), operating for more than 20 years (47%), mainly in international market



Which Green HRM practices are **most expected by respondents** at the following stages of the HR process: (1) GHR Recruitment & Selection, (2) GHR Development, (3) GHR Motivating, (4) GHR Performance Management, (5) GHR Resignations

In each case, **choose one that you think is most expected by respondents**

Assessment of respondents' expectations to use GHRM practices



Assessment of respondents' expectations to use GHRM practices



GHRM practices **the least** expected by respondents ($m < 3$):

- **6. GHR Performance Management: including green criteria in the employee evaluation process (2.96)**
- **2. GHR Recruitment & Selection: preference in recruiting candidates with experience in green activities (2.96)**
- **5. GHR Motivating (negative): disciplinary tools for employees (e.g., reprimands) for environmental offenses (2.51)**
- **5. GHR Motivating (negative): firing an employee from the company based on serious environmental offenses (2.17)**
- **5. GHR Motivating (negative): making career advancement dependent on an employee's environmental performance (2.09)**

Quiz 3

Which factor influences employee readiness to use GHRM practices the most?

- Green organizational culture
- Sustainable development
- Regulatory pressure
- Competitors pressure
- Individual environmental values
- Salary level



Determinants of respondents' expectations to use GHRM practices



Green organizational culture:

- pro-environmental support from leaders
- individual and team focus on green activities

Sustainable development:

- activities for the economy, society and the environment
- development that does not degrade natural resources

Regulatory pressure:

- being subject to environmental regulations and requirements

Competitors pressure:

- competition in the industry based on environmental factors

Individual environmental values:

- feelings of guilt over acting unenvironmentally
- the need to take pro-environmental actions

Salary level:

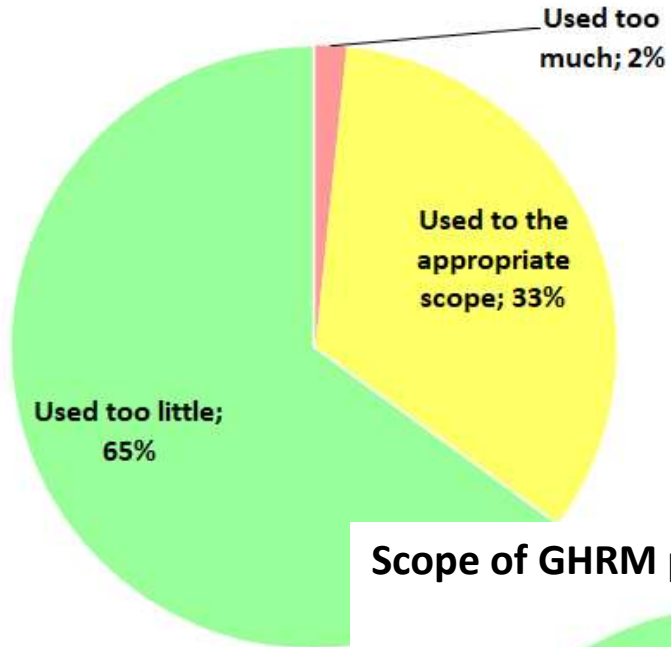
- lower / higher relative to the average salary in the country

Which factor influences employee readiness to use GHRM practices the most?

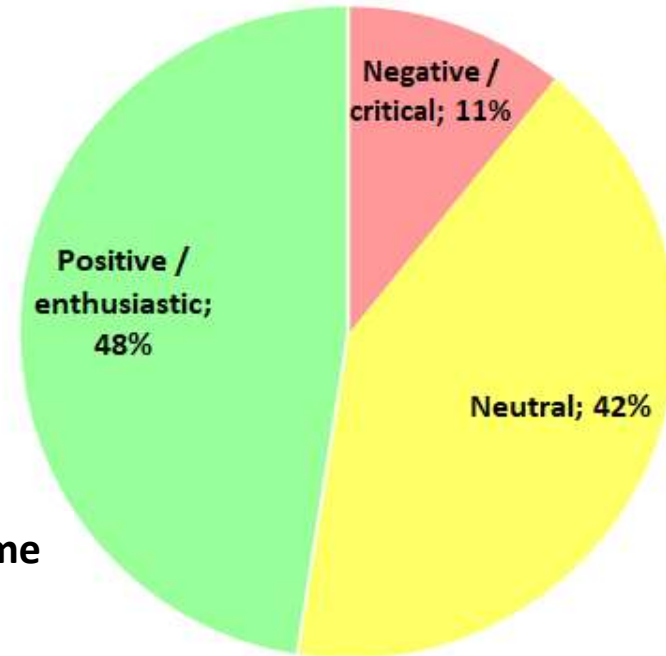
Future



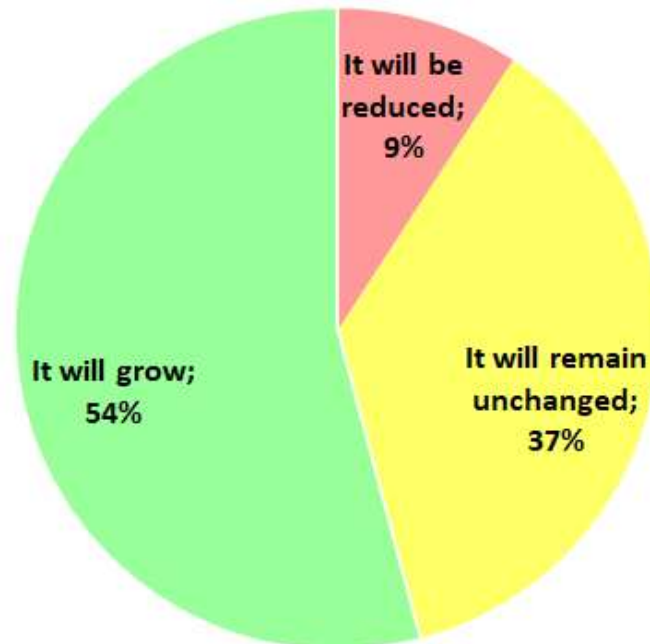
Current scope of GHRM practices in the company



My attitude to GHRM practices



Scope of GHRM practices in 5 years time



Summary

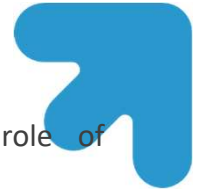


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1) Do you like the concept of Green Human Resource Management, and would you like to have it implemented in your workplace?

2) What Green HRM practices would you expect in your dream workplace?

Literature



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