

Research Paper

eISSN: 2980-8359

## Presenting a model of green human resources management with a metacombination approach

Hamed Ghaemi<sup>1</sup> , Mohammad Hadi Asgari<sup>2</sup> 

1- Masters Student Business Management - Marketing Orientation, Business Management Department, Tonkabon Branch, Islamic Azad University, Tonkabon, Iran

2- Assistant Professor, Department of Business Management, Tonekabon Branch, Islamic Azad University, Tonekabon, Iran.

**Receive:**

03 April 2023

**Revise:**

23 May 2023

**Accept:**

19 June 2023

**Published online:**

20 June 2023

**Abstract**

The purpose of this research is to present a green human resource management model. This research is applicable in terms of purpose, qualitative in terms of the method of data collection, and meta-composite in terms of the research implementation method. The statistical population of the research includes 15 organizational experts, managers and specialists in the field of human resources, who were selected by purposeful sampling. Extracting the components and indicators of green human resources management was obtained from the review of the background and theoretical foundations, and then the fuzzy Delphi method was used for analysis in three rounds. The components and dimensions of green human resources management include 9 dimensions of green process, green strategy, green support, green culture, green training, green reward, green participation, green job analysis and design, green discipline management, and 20 components were identified and confirmed. The results showed that the dimension of green strategy in green human resource management in the first stage acquired with an average of (0.967) and in the second with an average of (0.942), that the obtained numbers almost overlap in the two final stages. Also, the results show that in the dimension of green strategy, the component of green strategic alignment has the highest opinions of experts; in the first stage with an average of (0.990) and in the second with an average of (0.973), which shows the full saturation of experts' opinions and the overlap of these two stages.

**Keywords:**

green human resources management,  
green participation,  
green strategy,  
metacombination

**Please cite this article as (APA):** Ghaemi, H., & Asgari, M. H. (2023). Presenting a model of green human resources management with a hybrid approach. *Journal of value creating in Business Management*, 3(1), 122-145.



<https://doi.org/10.22034/jvcbm.2023.391719.1080>



<https://dorl.net/dor/20.1001.1.00000000.1402.3.1.6.8>

**Publisher:** Iranian Business Management Association

**Creative Commons:** CC BY 4.0



**Corresponding Author:** Mohammad Hadi Asgari

**Email:** dr\_mh\_asgari@yahoo.com

## Extended Abstract

### Introduction

Human resource management is one of the main responsibilities of management in any organization, and all managers at multiple levels of the organization have this responsibility in some way (Bombiak & Marciniuk-Kluska, 2018). The high complexity of businesses and jobs in the world has led to their competitiveness, and for this reason, companies should pay special attention to value creation and be responsible in addition to efficiency (Kour & Joshi, 2020). Accountability is not only limited to work and fulfilling obligations to customers. One of the most important things is being responsible for the environment. For this reason, companies should pay attention to environmental issues and move towards "green" processes and actions (Singh et al, 2020). Green management is possible for the realization and convergence of green values and a wide range of economic, social, political and legal motivations only by benefiting from green human resource management (Evazkhah, 2020).

Green human resource management includes the process of support strategy and green culture; this means that human resource processes are redesigned based on environmental goals and strategies, and by supporting an environmentally friendly lifestyle, green culture is institutionalized in the organization. For successful implementation, factors at the individual, organizational and extra-organizational levels are effective. Finally, successful implementation leads to positive consequences at the individual, organizational and extra-organizational levels (Yeganegi & Safari, 2020).

Therefore, according to the issues raised, the current research aims to answer the question: what is the appropriate model of green human resource management with a metacombination approach?

### Theoretical framework

Green human resource management can be defined as human resource management actions and policies that cause the sustainability of a business and more important than all, prevent the damages caused by anti-environmental activities in organizations. (Yussoff et al, 2020). Organizations, as the largest members of societies, should recognize the effects of their behaviors on the environment and take measures to reduce the negative effects of these behaviors on natural ecosystems. Green human resource management, as a strong tool that assumes the role of human factors, can help organizations to fulfill their social responsibilities in order to protect the environment (Barati, 2021).

Hajizadeh et al, (2022) investigated the identification and ranking of the antecedents of green human resource management with fuzzy Delphi approaches and hierarchical analysis. The findings showed that organizational factors with a weight of 0.627 dimensions were ranked 1<sup>st</sup>, and among its components, the quality of human resources was ranked first with a weight of 0.359. Technological factors were also ranked second with a weight of 0.289, and the advantage component was also ranked first. Environmental factors with a weight of 0.084 dimensions, was obtained with a dimension rank of 3, and among its components, government support with a weight of 0.336 was ranked first. The overall results indicated that the organizational factor ranked first in terms of importance, the technology factor ranked second, and the environmental factor ranked third.

Alirezaei et al, (2022) investigated the impact of green transformational leadership on environmental performance with the mediating role of green human resource management and environmental awareness in small and medium businesses of Sirjan Special Economic Zone. The findings of the research indicate that, in general, green transformational leadership has a significant effect on environmental performance with the mediating role of green human resource management and environmental awareness.

## Research Methodology

This research is applicable in terms of purpose, qualitative in terms of data collection, and meta-composite in terms of the research implementation method. The statistical population of the research includes 15 organizational experts, managers and specialists in the field of human resources, who were selected by purposeful sampling. Extracting the components and indicators of green human resources management is based on the background and theoretical foundations, and then the fuzzy Delphi method was used for analysis.

## Research Findings

For the analysis, the background review and theoretical foundations, and then the fuzzy Delphi method was used. The components and dimensions of green human resources management include 9 dimensions of green process, green strategy, green support, green culture, green training, green reward, green participation, green job analysis and design, green discipline management; and 20 components were identified and confirmed. The results showed that the dimension of green strategy in green human resource management in the first stage obtained with an average of (0.967) and the second with an average of (0.942), that the obtained numbers almost overlap in the two final stages. Also, the results show that in the dimension of green strategy, the component of green strategic alignment has the highest opinions of experts; in the first stage with an average of (0.990) and in the second with an average of (0.973), which shows the full saturation of experts' opinions and the overlap of these two stages.

## Conclusion

The current research was conducted with the aim of presenting a green human resource management model. The present research is in line with the results of Alirezai et al, (2022), Hajizadeh et al, (2022), Sidra Munawar et al, (2022), Fazlali & Moazzami (2022), Yu et al, (2020), Rezaei et al, (2020), and Farrokhi et al, (2017). Alam & Bahramzadeh (2022) showed that considering the many environmental problems that the hotel industry is facing, this industry has undergone a lot of pressure to respond to these problems by implementing sustainable strategies such as green human resource management. Their findings showed that there is a direct and significant relationship between green human resource management and green performance related to tasks and innovativeness. Also, green human resource management works have a positive effect on employees' environmental care behaviors, and also promote environmental efficiency programs in the organization. Also, green human resource management is directly and positively related to innovative green performance and the great role of environmental behaviors in the workplace, and confirms an indirect and significant relationship between green human resource management and innovative green performance of employees due to the mediating role of environmental awareness.

According to the results obtained, organizations are suggested to pay attention to the review of their human resources management system and move towards green human resources management, such as paying more attention to green criteria in human resources subsystems (such as green recruitment and hiring, green training and development, green performance evaluation, green service compensation). It is suggested that the development of green human resource management strategies should be included in the human resource management agenda of petrochemical companies, considering the concerns and issues of the day. It is suggested to increase the knowledge and awareness of the employees with accurate needs assessment and holding green courses to the senior managers of these companies. It is suggested that human resource managers and senior managers of organizations, after hiring new staff, should consider criteria to evaluate the performance of employees based on the standards, according to which benefits and rewards will be paid to employees.