

## Designing a Green Human Resource Management Model with an Emphasis on Social Responsibility at Shiraz University of Medical Sciences

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### Abstract

**Introduction:** Green human resource management (GHRM) is responsible for creating awareness, information, and interaction between the employees of the organization regarding the environment and environmental factors. In addition, with the use of green policies, green HRM leads to social responsibility among the staff, in a way that they would be guided toward adhering to their responsibilities as to the environment. This study aimed to design and explain a green HRM model with an emphasis on social responsibility.

**Methods:** This is an applied research in terms of goal, and a mix method study and descriptive-survey regarding the nature and methodology. The study population included two groups of experts familiarized with green HRM, who were scattered across the country and were entered into the study by selective sampling. The views of these people have been used to design and explain the research model.

The second population includes employees of Shiraz University of Medical Sciences. In total, 292 subjects were selected by simple sampling based on the Cochran's formula and 95% confidence interval. Data were collected using Jabour green HRM questionnaire (2010) and the Carroll social responsibility questionnaire (1991). Moreover, in-person interviews were conducted to design the model. Furthermore, data analysis was carried out in SPSS and PLS using the structural equations modelling.

**Results:** The evaluation of the fit indices was indicative of the relatively suitable fit for the research data and the conceptual model. In this study, there was a positive, significant relationship between green HRM and social responsibility. In addition, the value of this impact was estimated at 0.230, 0.371, 0.211, and 0.306, based on the regression coefficient in the standard state.

**Conclusion:** Environmental questions must be included in recruitment interviews to assess the knowledge level of job applicants in this area. It is suggested that the recruitment exams should be carried out electronically.

**Keywords:** Green Human Resource Management, Sustainable Development, Green Organization

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### Introduction

Green human resource management (HRM) is defined as formulating and implementing strategies to increase the staff and managers' knowledge of green actions to promote and follow up sustainable environmental activities that help the organizations to create a green organization (1). In fact, green HRM is a part of the broader framework of corporate social responsibility and is defined as the use of human resource policies in such a way that it will promote a concern for the environment among the employees. The primary purpose of green HRM is to develop environmental sensitivity in employees

and to inform them of how their behaviour may affect the environment (2). According to green HRM, HR must be redesigned or re-engineered in a way that it would be sensitive to laws, policies, resources, proper use, and lack of waste, thereby promoting optimized and targeted use of the resources and reducing environmental pollution among these individuals (3).

The green HRM seeks the optimal use of rare environmental sources and emphasizes the philosophy, policies, and activities used by organizations to reach green goals (4). Environmental considerations currently affect a wide range of business activities, including green marketing,

green operations, and green accounting. Since organizational HRs are committed to planning, coordinating, and implementing green management activities, green HRM has emerged as a concept in academic theories (5). According to the research model, the green HRM encompasses four dimensions of green recruitment and selection, green training and development, green performance evaluation, and green services compensation system.

The corporate social responsibility (CSR) concept turned into the dominant paradigm of corporate governance in the past decade. In addition, large, reputable global corporations see CSR as part of their corporate strategy. In general, there is no definition of CSR that is accepted by everyone. In explaining this concept, some take on the meaning of legal obligation or responsibility, and some regard it as the socially responsible behaviour in terms of ethical issues (6). Accountability is defined as the valuation of the inter-dependent communication that exists between organizations, stakeholders, economic system, and related communities. In addition, social responsibility is a tool used to discuss the obligations an organization must have towards its community. In addition, social responsibility is a way of proposing policy ideas on how to fulfil these commitments, and a tool used to determine the mutual interests of the organization and the community in the practice of commitments. In general, social responsibility emphasizes an organization's relationship with its stakeholders (7).

There is no general framework for pursuing CSR. In addition, each company has its own unique features that affect its views toward the implementation and explanation of social responsibility strategies. Moving towards institutionalizing CSR in the corporate governance system should be in line with the organizational culture, vision, and long-term strategies, so that the implementation of social responsibility programs is not considered a costly plan by employees and shareholders (8). The Carroll's pyramid of CSR was applied in the present study, according to which the CSR encompasses four economic (making a profit), legal (complying with regulations), ethical, and philanthropic (good citizen) sections. In this model, economic responsibility is one of the main responsibilities of the organization and is in fact profitability.

Legal responsibilities imply that the organization must conduct its business within the framework of comprehensive laws and regulations. Ethical responsibilities are the third corporate responsibility of the companies, according to which companies are

expected to respect community values and norms. Finally, philanthropic responsibilities refer to the voluntary activities of the companies (9). According to Carroll's pyramid, the application of this pyramid illustrates the conceptual model of CSR, and the model identifies all areas of CSR distinctively, yet simultaneously. The components of the social responsibility model are hierarchically insignificant. In this respect, legal responsibilities are considered as a base and other responsibilities imply economic responsibility. Since organizations are expected to act within the law, the legal responsibility is the next layer of the pyramid. However, philanthropic responsibility is at the top of the pyramid and has the least importance. In fact, the more we reach the top of the pyramid, the more the importance of the components decreases (10).

This is the first research to examine the state of green HRM in a university of medical sciences. Therefore, its results can be generalized in the ministry of health and other universities of medical sciences; in this regard, this research is of great importance. The majority of the studies conducted in the field of green HRM have focused on industrial and manufacturing organizations and fewer service organizations have been investigated, which is one of the reasons for the strength of the present study. The present research was carried out due to the environmental challenges and their significance in the society and organizations, the need to complete the existing frameworks, and the lack of theoretical knowledge and research in the field of green HRM inside the country.

### Materials and Methods

This is a mixed method study (qualitative and quantitative), which was an applied descriptive-survey. The research population was divided into two groups.

A) The first group included experts familiar with the concept of green HRM, the number of whom was unknown and they were scattered across the country. Therefore, they were chosen by selective sampling. The inclusion criteria for this group were having the knowledge and experience about the research topic, having the sufficient time to participate in the research, having scientific research and articles related to the research topic, being available, and teaching at the university, and being willing to participate in this research.

Qualitative research methods, specifically the grounded theory strategy by Strauss and Corbin, were used to achieve a rich description of the interviewees'

experiences, attitudes, and perceptions of green HRM indices. In total, 13 experienced experts were selected and their understanding of the key indices of green HRM was assessed by in-depth interviews. However, the questionnaire could be only completed by the experts active in the field of HR due to the diversity, high number, and specialized nature of the items. Therefore, the experts in the field of medical sciences HR and academic society were selected as the research population, 13 of whom were selected based on the minimum and maximum number of subjects required to fill the complementary questionnaires.

In this study, six subjects were academic experts and seven were from the HR unit of the university of medical sciences. The subjects were selected by purposive sampling and snowball technique. In addition, brainstorming (interviewing the experts) and long-term trends of variables were used to form the basic system (gathering information). It is worth noting that all interviews were conducted by the researcher with each subject individually, and the mean duration of the interviews was 50 minutes. Theoretical sampling continued until reaching saturation, which is when no new or related data was obtained. The category must be well-developed in terms of features and dimensions, its variety must be shown, and the relationships between the categories must be well defined and validated (Strauss and Corbin). The interview items were open-ended, assessing all dimensions of green HRM based on grounded theory aspects to clarify the phenomenon from the perspective of the interviewees. Notably, all interviews were recorded and transcribed after obtaining permission from the participants.

Data analysis was carried out using microscopic examination of the data (microanalysis). In general, microanalysis is the line-by-line analysis of the data, which is necessary at the beginning of the research to create categories and indicate their relationship with each other (Strauss and Corbin). Afterwards, the data were analyzed by coding based on the systematic design of grounded theory by Strauss and Corbin. In this technique, the primary codes were determined by open coding, followed by classification of the concepts based on their similarities and turning them into categories. In the axial coding stage, a systematic deduction was made between concepts and categories by bringing the issues together around the pivotal issue.

In order to assess the validity of the present research, the final report of the first stage of the analysis was processed and the categories obtained along with the statements extracted from interviews and the text of the interviews were sent to three interviewees

and their recommendations were applied to open and axial coding. In addition, studies conducted in the field were used for the coding processes and the relationship among them and designing the model. In line with his own empowerment and realization of correct interviews, the researcher conducted two pilot interviews and made some changes in the questions based on the results and their comparison to the research goals. In addition, he modified the order of the questions to increase the accuracy of the research tool

B) The second group involved 1400 headquarter staff of Shiraz University of Medical Sciences selected by simple sampling. In total, 292 subjects were selected based on the Cochran formula and a confidence interval of 95%. Data were collected using a 19-item Jabbour green HRM questionnaire (2010) and the 25-item Carroll social responsibility questionnaire (1991). Notably, in-person interviews were conducted to design the research model. In addition, data analysis was performed in PLS and SPSS using structural equation modelling, as well as descriptive (mean, standard deviation and frequency) and inferential (Pearson's correlation coefficient) statistics to show the central tendency and dispersion indices.

To adhere to the ethical considerations, we obtained consent forms from the participants prior to the research. In addition, the participation in the study required being a permanent, temporary-to-permanent and contractual headquarter staff at Shiraz University of Medical Sciences. Other inclusion criteria were having a degree higher than a diploma, and being relatively familiar with the concept of green HRM and social responsibility. However, the researchers explained green HRM and social responsibility before distributing the questionnaires among the subjects for a better understanding of the questionnaire's items. All of the subjects were assessed due to meeting the inclusion criteria.

## Results

According to the results, most responders were male (58%), and the majority of the graduate staff had an MSc (58%). Moreover, 48% of the subjects were in permanent contracts, and about 48% of the participants had a work experience below 10 years. In terms of age, 47% of the staff were in the age range of 31-40 years.

## Open Coding

In the selective coding stage, the mutual areas were determined and classified into four dimensions

of green recruitment and selection, green training and development, green performance evaluation, and green services compensation system by integrating the categories found in all interviewees. In total, 13, 16, 19, and 9 indices were recognized in the green recruitment and selection, green training and development, green performance evaluation, and green services compensation system categories, respectively (Tables 1-4).

At this stage, data were analyzed line by line, which led to the demonstration of the data in a conceptual framework. In addition, coding was carried out in two ways, including the use of the vocabulary of the interviewee and through the researcher based on the concepts in data.

### Axial Coding

At this stage, the extracted concepts were compared

and the relationship between each of them was identified. Afterwards, similar concepts were classified into one category, which led to the illustration of the broad classes and their subcategories (Table 5).

### Selective Coding

The main storyline and relation of the main category to other categories were determined at the final coding stage (Figure 1).

### Selective Coding

The conceptual model above contains the primary and secondary criteria presented in four dimensions of green recruitment and selection, green training and development, green performance evaluation, and green services compensation system, introduced as the components of green HRM in Shiraz University of Medical Sciences. According

**Table 1:** Open coding of qualitative data of interviews in the green recruitment and selection dimension

Green Recruitment and Selection			
Code	Concepts	Code	Concepts
1	Role of environmental attention in recruitment of organization's applicants	7	Environmental commitment and allocation and establishment of environmental management system and environmental audits
2	Evaluation of green personality, green attitudes, green skills and green behaviors in recruitment interview	8	Elimination of paper in employment tests and personnel orders
3	Jobseekers' interest in joining green activities	9	Elite selection and recruitment of creative individuals
4	Applicants' knowledge of social, economic and environmental trends	10	Role of social networks in the selection and recruitment process
5	Use of environmental questions in the recruitment interview	11	Determination of the green job description
6	Holding electronic and virtual recruitment tests		
12	Green citizenship behavior: our daily behaviors as a wise society to the environment		

**Table 2:** Open coding of qualitative data of interviews in the green training and development dimension

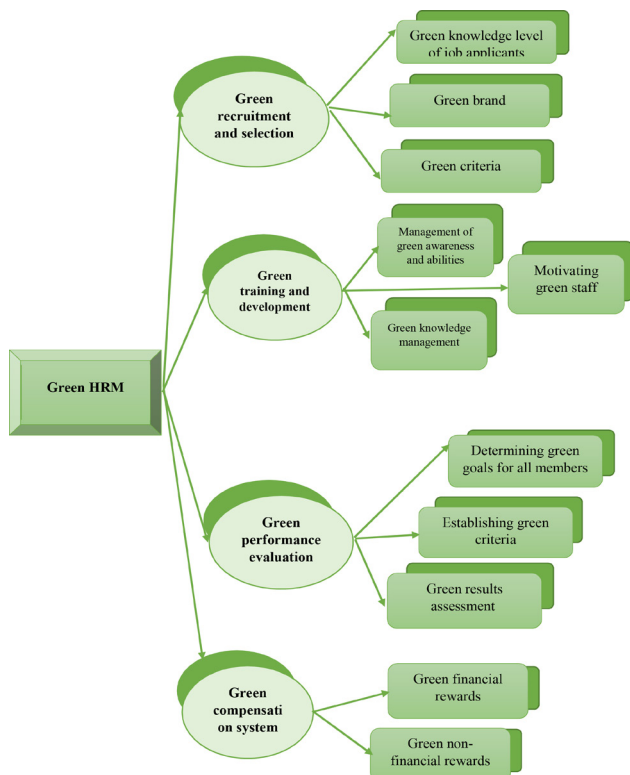
Green training and development dimension			
Code	Concepts	Code	Concepts
2	Holding training courses and seminars for managers and staff on the subject of green HRM	9	A system of occupational enhancement opportunities for employees
3	Increasing environmental literacy and expertise	10	Promoting the culture of use of public transportations to reduce environmental pollution
4	Granting sabbatical leaves to employees on the topic of environmental preservation	11	Informing and enhancing staff training in green management programs such as turning off computers during non-working hours, making optimum use of power during working hours, and using both sides of paper for printing
5	Educational planning related to sustainable development concepts	12	Support of flexible programs
6	HR incentive programs to create a green organizational climate	13	Employee leave to train and develop green abilities
7	Evaluation and determining educational needs of staff regarding environmental issues	14	Level of attention to gender and age combination of the workforce
8	Employees' participation in the development of green strategy	15	Attention to improvement of personal skills (training and leadership skills) of staff

**Table 3:** Open coding of qualitative data of interviews in green performance evaluation dimension

Green performance evaluation dimension			
Code	Concepts	Code	Concepts
1	Use of green criteria in staff performance evaluation such as green proposal	10	Application of the electronic performance evaluation system
3	Integration of goals and environmental targeting of organization with the performance evaluation system	11	Environmental responsibilities and adhering to the environmental accountability principle
4	Turning environmental goals into applicable and implementable projects	12	Encouraging managers to respond
5	Level of organization’s attention to moving toward business models based on green strategy	13	Provision of periodic feedback to staff or teams to achieve environmental goals
6	Application of electronic performance evaluation system	14	Decrease of wastes of hospitals affiliated to the university
7	Encouraging the staff to play the role of a green ambassador in community	15	Electronic archive of personnel files
8	Level of attention of the organization to business models based on green strategy	16	Number of green proposals in the suggestion system
9	Extensive development of environmental performance standards		

**Table 4:** Open coding of qualitative data of interviews in green services compensation dimension

Green services compensation dimension			
Code	Concepts	Code	Concepts
1	The level of attention paid to work-life balance	5	Green gift card
2	Defining rewards for environmental innovation performance and measures	6	Green tax exemptions
3	Considering green criteria in management of welfare services	7	Green loans
4	Level of attention to health and professional safety programs	8	Green traveling
9	Inserting the item of green bonus and benefits into employees’ paychecks		



**Figure 1:** Selective Coding

to the model, the components of green recruitment and selection dimension included green knowledge of job applicants, electronic recruitment, and green criteria. On the other hand, the components of green training and development were the management of green awareness and abilities, green knowledge management, and motivating green staff. In addition, the components of green performance evaluation included determining green goals for all members, establishing green criteria and green results assessment. Finally, the components of green services compensation system were green financial and non-financial rewards (Figure 2).

*Evaluation of the Normality of the Variables*

In order to evaluate the hypotheses and determine the use of parametric or non-parametric tests for this assessment, we determined the normality of the data by using two indices of skewness and kurtosis. In fact, standard error of skewness and kurtosis can be applied to test the normality of the variables (the normality of variables is rejected in case of obtaining a score below -2 or above +2) (Momeni, 2008, 32-34) (Table 6).



**Table 5: Axial Coding**

<b>Green recruitment and selection dimension</b>	
<b>Main criteria</b>	<b>Sub-criteria</b>
Green knowledge of job applicants	Application of environmental questions in the recruitment interview Assessment of green personality, green attitudes, green skills and green behaviors in the recruitment interview Selection of knowledgeable people aware of the environmental issues The role of environmental attention in attracting job applicants in the organization Selection of elites and creative individuals in the organization
Electronic recruitment	Holding electronic and virtual recruitment tests Eliminating paper in recruitment tests and personnel orders Role of social networks in the recruitment and selection process
Green criteria in the recruitment process	Interest of applicants for membership in green activities Determining the green job description Green citizenship behavior Environmental commitment and allocation and establishment of environmental management system and environmental audits The level of applicants' knowledge of environmental trends
<b>Green training and development dimension</b>	
<b>Main criteria</b>	<b>Sub-criteria</b>
Increase of green awareness and development of green abilities	Increase of employees' awareness and commitment to green goals and values Increase of environmental literacy and expertise Informing and enhancement of staff training in green management programs such as turning off computers during non-working hours, making optimum use of power during working hours, and using both sides of paper for printing Participation of staff in the development of green strategies
Green knowledge management	Holding seminars and training courses for managers and staff on the subject of green HRM Educational planning related to sustainable development concepts Granting sabbatical leaves to employees related to environmental preservation topics Evaluating and determining the educational needs of the staff in environmental issues
Motivating green staff	Granting employee leave to train and develop green abilities Integrating education with performance management teams and assessments Incentive programs to encourage human resources to establish a green organizational atmosphere
<b>Green performance evaluation dimension</b>	
Determining green goals for all members	Turning environmental goals into implementable projects Encouraging the staff to play the role of a green ambassador in community Extensively establishing environmental performance standards Level of organization's attention to move toward business models based on green strategy Proper attention to career path and management of competencies
Creating green performance indices	Using the electronic performance evaluation system The number of green proposals in the suggestion system A 360-degree green assessment Reducing the wastes of hospitals affiliated to the university Electronic archiving of staff's files Green productivity of the human resources: the main goal of green productivity is increase environmental protection Average annual training hours of the staff related to sustainable development concepts Environmental responsibilities and adhering to environmental accountability principles Integrating environmental targeting and goals of organization with the performance evaluation system
Evaluation of the staff's green results	Providing periodic feedback to staff or teams to achieve environmental goals Encouraging managers to be accountable Employee incentive and promotion programs Employing green criteria in job performance assessment of the staff
<b>Green services compensation dimension</b>	
<b>Main criteria</b>	<b>Sub-criteria</b>
Green financial rewards	Inserting green bonus and benefits items into employees' paychecks Defining rewards for environmental innovation performance and measures Green gift cards Green loans
Green non-financial rewards	Green trips Green tax exemptions Using green criteria in welfare services of the staff Level of attention to green life-work balance Level of attention to health and professional safety programs

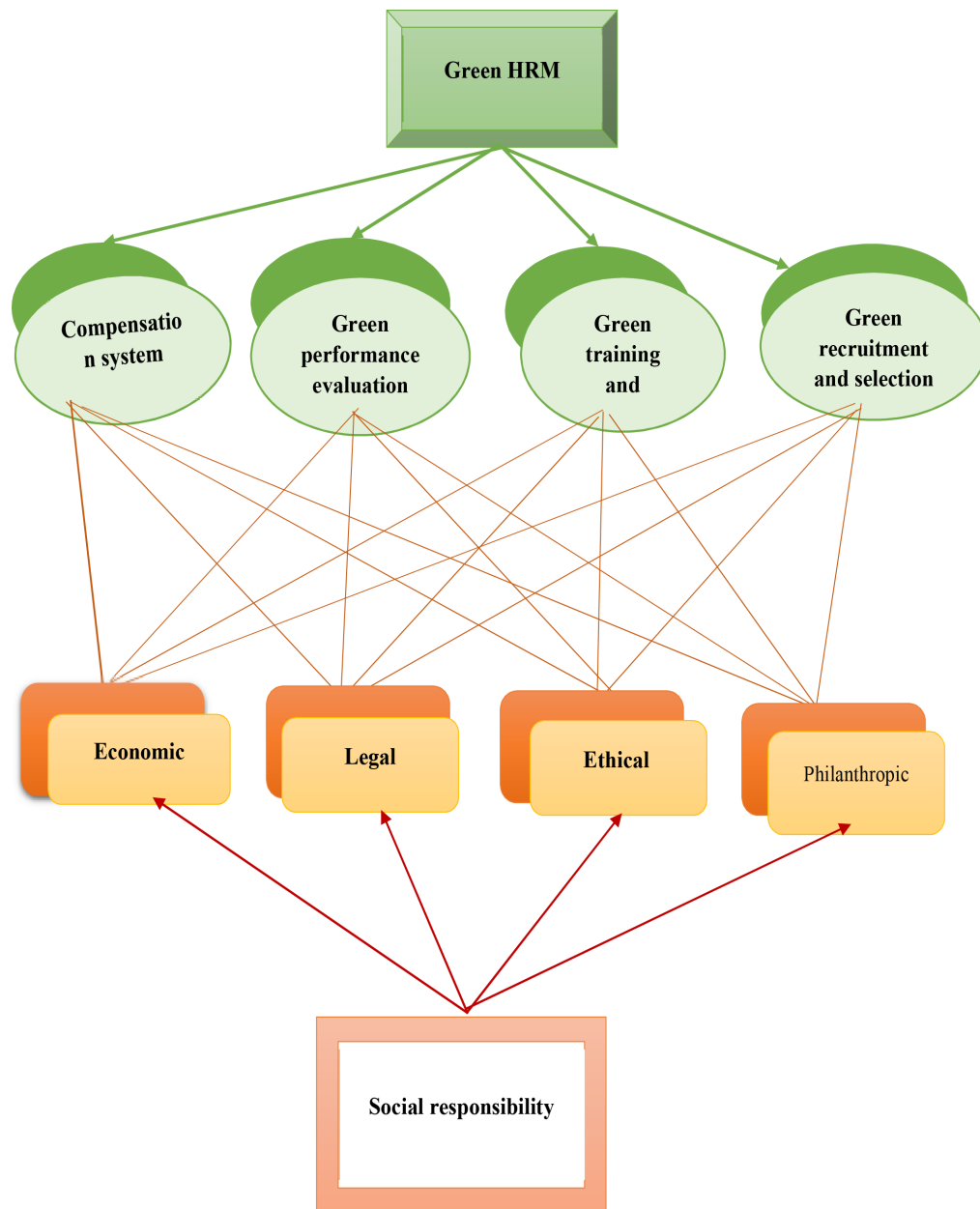


Figure 2: Research Conceptual Model

$H_0$ : the evaluated data have a normal distribution.

$H_1$ : the evaluated data have an abnormal distribution.

According to the results, the standard error of skewness and kurtosis coefficients was between -2 and +2, which confirmed the normal distribution of the data.

Testing the mean of a community (single-sample t)

The t-test helps the researcher confirm or reject the null hypothesis. This test evaluates the hypothesis in a mean community at  $\alpha$  error rate. In addition, the t statistic has n-1 degree of freedom and is evaluated by the equation below (Table 7):

In the equation,  $\bar{x}$  was the mean sample and  $s_{\bar{x}}$  was standard error of  $\bar{x}$  estimated in the form of

$$S_{\bar{x}} = \frac{s}{\sqrt{n}}$$

$$t = \frac{\bar{x} - \mu_0}{s_{\bar{x}}}$$

The hypotheses of the test are presented below:

$$H_0: \mu = 3$$

$$H_1: \mu \neq 3$$

According to descriptive results, the highest and lowest means were related to the philanthropic (3.962) and economic (1.885) dimensions. In terms of the dispersion coefficient, the lowest standard deviation was estimated for the ethical dimension (0.025) (Table 8).

**Table 6:** Skewness and kurtosis table related to variables items

	Kurtosis		Skewness		Total
	Standard error	Kurtosis	Standard error	Skewness	N
Green recruitment and selection	0.143	-0.374	0.285	0.731	290
Green training and development	0.143	0.368	0.285	0.052	290
Green performance evaluation	0.143	0.298	0.285	0.126	290
Green services compensation system	0.143	0.296	0.285	-0.106	290
Philanthropic responsibility	0.143	-0.037	0.285	0.864	290
Ethical responsibility	0.143	0.842	0.285	-0.216	290
Legal responsibilities	0.143	-0.439	0.285	0.057	290
Economic responsibilities	0.143	0.560	0.285	0.358	290
Total observations					290

**Table 7:** Descriptive statistics of research variables

	Mean	Standard error	Standard deviation	Mean	Number of data
Green knowledge of job applicants	0.0450		0.766	3.074	290
Electronic recruitment	0.0439		0.747	2.970	290
Green criteria	0.0495		0.843	3.087	290
Increase of green knowledge and ability	0.0466		0.793	2.339	290
Green knowledge management	0.0452		0.770	2.294	290
Motivating green staff	0.0408		0.696	2.206	290
Determining green goals for all members	0.0326		0.555	2.062	290
Establishing green performance indices	0.0353		0.602	2.075	290
Green results assessment	0.0344		0.586	2.420	290
Green financial rewards	0.0524		0.892	2.525	290
Green non-financial rewards	0.0389		0.833	2.677	290
Philanthropic responsibility	0.0643		0.0330	3.962	290
Ethical responsibility	0.0258		1.095	2,500	290
Legal responsibility	0.0340		0.439	3.245	290
Economic responsibility	0.766		0.580	1.885	290

**Table 8:** The average test**One sample T-test**

Variable	Tested value=3					
	t	Degree of freedom	Sig. (2-tailed)	Mean differences	95% confidence interval for difference	
					High limit	Low limit
Green knowledge of job applicants	67.675	99	0.000	3.047	3.135	2.958
Electronic recruitment	67.657	99	0.000	2.970	3.056	2.883
Green criteria	62.368	99	0.000	3.087	3.158	2.990
Increase of green knowledge and abilities	50.729	99	0.000	2.339	2.431	2.247
Green knowledge management	53.974	99	0.000	2.294	2.383	2.205
Motivating green staff	70.254	99	0.000	2.206	2.286	2.125
Determining green goals for all members	63.241	99	0.000	2.062	2.126	1.997
Establishing green performance criteria	58.672	99	0.000	2.075	2.145	2.005
Green results assessment	70.254	99	0.000	2.420	2.487	2.352
Green financial rewards	48.172	99	0.000	2.525	2.628	2.422
Green non-financial rewards	54.705	99	0.000	2.667	2.774	2.581
Philanthropic responsibility	119.930	99	0.000	3.962	4.027	3.897
Ethical responsibility	38.857	99	0.000	2.500	2.627	2.373
Legal responsibilities	125.780	99	0.000	3.245	3.296	2.194
Economic responsibilities	55.330	99	0.000	1.885	1.952	1.818



**Table 9:** Correlation between research variables

Column	Variable	Green recruitment and selection	Green training and development	Green performance evaluation	Green services compensation system
1	Green recruitment and selection	1.00			
2	Green training and development	0.161	1.00		
3	Green performance evaluation	0.060	-	1.00	
4	Green services compensation	0.64	-	-	1.00
Column	Variable	Philanthropic responsibility	Ethical responsibility	Legal responsibility	Economic responsibility
1	Philanthropic responsibility	0.342			
2	Philanthropic responsibility	-0.095	1.00		
3	Philanthropic responsibility	0.222	-	1.00	
4	Philanthropic responsibility	-0.052	-	-	1.00

According to the Table above, the level of significance was below 0.5 for all variables, which rejected the null hypothesis. Given the fact that the low and high limits were positive for all variables, the responders responded more than the mean level. In other words, most responses for this variable were agree, completely agree, and neither agree nor disagree.

In this study, the Pearson's correlation coefficient was applied to evaluate the presence or absence of a relationship and the severity of the relationship between the two quantitative variables. The coefficient was in the range of -1 to 1, where the negative symbol was indicative of a reverse correlation, while the positive symbol showed a direct association between the variables.

The closer the absolute value of the correlation coefficient to 1, the more the correlation level. On the other hand, the closer the absolute value to zero, the weaker the correlation level. The significance of the correlation was tested simultaneously with determining the level of coefficient. In other words, the two hypotheses of  $H_0$  based on the null hypothesis of correlation in community were tested against the  $H_1$  hypothesis based on the non-null hypothesis of correlation coefficient in the community at  $\alpha$  error:

$$H_0: \rho = 0$$

$$H_1: \rho \neq 0$$

The  $H_0$  hypothesis was rejected if the component of "p-value" was less than the test level for the correlation test. However, the  $H_0$  hypothesis was approved if the mentioned component was higher than the test level.

The correlation matrix between the research variables was first calculated to test the structural model among the variables. Pearson correlation was used to examine the relationship between variables considering the normality of the data. As shown in the Table, the correlation coefficients between the research variables were significant (Table 9).

## Conclusion

The existing sources and studies of environmental management often argue that since organizations are the root cause of environmental issues themselves, they should play a greater role in solving environmental management issues. As a result, there are now a wide range of environmental measures taken by the organizations and managers to address environmental management issues. A few steps are necessary in the dimension of green recruitment and selection: the first step is the recruitment method. In this regard, our findings were indicative of the preference of electronic recruitment, which was confirmed in a research by Ren et al. (2017).

In addition, the study results showed that environmental questions should be used in job interviews to measure the awareness of job applicants, which is congruent with the results obtained by Ahmad (2015). The results also demonstrated that the managers of Shiraz University of Medical Sciences must apply green knowledge management approaches to hold educational courses and seminars related to green HRM. By doing so, they can change the thinking and attitude of their managers and staff and dedicate extensive efforts to the promotion of an organizational culture to successfully implement an environmental management system. Environmental training must be of such a good quality and quantity that each employee could obtain the necessary knowledge of social, cultural and environmental conditions and adhere to environmental considerations by being aware of their responsibilities. In this respect, our findings are in line with the results obtained by Jabbour (2011).

In the green performance evaluation, it is suggested that the green performance criteria should be established by the university's authorities, such as using an electronic performance evaluation system, green productivity of human resources, and reducing wastes of hospitals affiliated to the university to

evaluate the green performance of the employees. In addition, university managers can provide incentive and promotion programs, use green criteria in annual staff evaluation, provide periodic feedbacks to the staff or teams to achieve organizational goals in order to evaluate the green performance of the staff.

This part of our findings is in accordance with the results obtained by Lloyd's research (2016).

According to the results of the present study regarding the green services compensation system, the university must allocate financial and non-financial rewards to promote the green organizational culture in the field of green HRM. In this regard, some of the applicable measures include using green gift cards, inserting the green reward item in the paycheck of the staff, taking green trips, and focusing on green life-work balance. In this context, our findings are consistent with the results obtained by Renwick (2013).

Our results demonstrate that the organizations that are more efficient in terms of HRM approaches, have a higher ability to implement and employ environmental management systems. Therefore, it is suggested that more studies should be conducted on these concepts and the organizations' preparedness in terms of HRM management should be assessed in the area of application of environmental management. In this regard, our findings are in line with the results obtained by Renwick (2013), Jabbour (2013) and Bombiak (2018).

It is suggested that the university of medical sciences should dedicate extensive efforts to its green recruitment and selection responsibility by making the recruitment process electronic. Another important step in the field of green recruitment and selection is holding a primary recruitment exam and interviews for entering Shiraz University of Medical Sciences. In this regard, the results were indicative of the higher efficiency of electronic recruitment exams.

### Practical Suggestions

Establishment of the university environmental strategic council

Holding electronic employment tests

Holding training courses on green human resource management

Using an electronic performance appraisal system

Determining the role of social networks in the recruitment process

Inserting bonus items and green benefits in employees pay slips

Improving the role of the green offer system in the university

Measuring the personality, behaviour and green attitude of job applicants in employment interviews

Using green standards in employee performance appraisal

Emphasizing creation of a paperless environment by increasing the use of software

**Conflict of Interest:** None declared.

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