

Green Human Resource Management as a Component of Sustainable Organizational Development in Environmental and Natural Economics

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Abstract. A growing number of public personalities, politicians, non-profit organizations, and members of civil society are demonstrating their social duty and dedication by adopting a green philosophy that focuses on three key areas: the environment, human well-being, and the green economy.

The terms "green management", "green public procurement", "green marketing", "green human resource management" and "green PR" are becoming more and more popular to improve the environmental condition. Because of their mutual dependence, applying one idea promotes the growth and advancement of another.

This study attempts to present a research model, on the one hand, emphasizing the thesis that environmental management should be viewed as a moral concern rather than an adaptable procedure and that it can influence as a source of competitive advantage by providing strategic and economic advantages [1]. The idea that the application of green practices in human resource management extends beyond the implementation of environmental protection initiatives and includes the formulation of policies and practices that support sustainable development and people management is another popular hypothesis in the field. Taking into consideration the interaction between institutions and human resources, the concepts of meaning, value, and integrative communication are strengthened in this context to create ideal conditions for the implementation of "green ideas" with a sustainable outcome. The conceptual linking of these management fields is presented in a 'management waterfall for re-innovation' model for positive, integrative 'green' organizational behavior.

The aim of the study is to make a comparative analysis of the challenges facing the green management of human resources, summarizing and presenting some interesting

ideas in this scientific field. Through comparative analysis, key characteristics are summarized and conclusions are drawn for the improvement of these processes.

A series of empirical and theoretical analyses, a deductive technique, and a descriptive-correlative approach are all combined in the structure of scientific research. The research directs the rethinking of hierarchical structures in "networked" models based on cooperation between two functional areas of the organization and gives arguments supporting the idea.

Keywords: *green HRM, green PR, management; waterfall for re-innovations.*

I. INTRODUCTION

The powerful influence on the environment is a consistent trend that is highlighted by the growth of industry, particularly the chemical, energy, construction, and food industries. An increase in the number of organizations, a rise in the global population, and afterward a rise in the consumption of goods and services as well as the use of automobiles negatively affects the quality of the air, which rapidly deteriorates the general health of those living in certain settlements. The European Union actively pursues improving the overall well-being of its citizens through some directives, strategic plans, and legal agreements. A major contribution to the improvement of the ecosystem is the European Green Deal, whose main goal is to achieve climate neutrality by 2050 through several main initiatives: the Package "Ready for Target 55"; European Climate Law; EU Strategy for Adaptation to Climate Change; EU Biodiversity Strategy 2030; Farm to Fork Strategy; European Industrial

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Strategy; Circular Economy Action Plan etc. A growing number of municipalities in Bulgaria are beginning to update their eco-normative framework by implementing programs aimed at enhancing the environment, air quality, energy efficiency, and the use of renewable energy sources and biofuels. These initiatives are based on the public policies presented in Europe.

The research has shown that the evolution of the idea of human resource management (HRM) is crucial to the growth of companies that may affect worker performance in a good way by implementing focused, efficient, and open people management practices. In this regard, fostering an understanding of the function of green HRM in the framework of an organization's sustainable development is also a part of any organization's security system.

However, given the current public discussion surrounding climate change, sustainability is starting to take center stage when it comes to organizational requirements. Green HRM (GRM) is a modern derivative of HRM and combines human resource management with environmental management. HRM is applied by organizations to implement corporate green strategies by providing opportunities and motivating employees to participate in environmental activities, and there is currently a real boom in interest in practices in this area. At the same time, the technique of "green PR" is perceived as a catalyst for raising public awareness and involving people in sustainable development and ecological balance restoration. For public relations practitioners, this means going outside of their comfort zone and modifying their approach to include these environmental projects. to properly handle environmental public relations. „Green public relations describes the act of highlighting and communicating your client, brand, or company's sustainability efforts, environmental friendliness, and ESG initiatives. Some detractors believe that Green PR is just a fad—but that view is easily debunked. Today, major organizations such as the UN continue to push for green economies. Businesses like Uber, a global transportation powerhouse, have goals to emit zero CO2 emissions by the year 2040. This isn't just a fad—we're in the middle of foundational changes“[2].

II. MATERIALS AND METHODS

A series of empirical and theoretical analyses, a deductive technique, and a descriptive-correlative approach are all combined in the structure of scientific research. The research directs the rethinking of hierarchical structures in "networked" models based on cooperation between two functional areas of the organization and gives arguments supporting the idea.

III. RESULTS AND DISCUSSION

The extent to which employee perceptions of an organization's green HRM policies influence employee behavior and social and psychological processes in the workplace has not been sufficiently or thoroughly empirically investigated [3]. Green HRM is a relatively new term that has been conceived to explain how employee behavior in the workplace is affected by it. GRM is restricted to a single impact that mediates the psychological green climate's indirect influence on

workers' mindful behavior at work [4]. Individual green values do not affect the impacts of GRM or psychological green climate on behavior; however, they do moderate the effects of psychological green climate on employees' off-role green conduct [5]. These findings suggest that green HRM influences employees' role and non-role behaviors in the workplace, but this manifests itself in different individual social and psychological processes. This focus is undoubtedly related to the motivation of employees in organizations [6].

Over the last decade, there has been a growing realization of the need to integrate human resource management (HRM) and environmental management.

There is a significant relationship between Perceived Organizational Green Readiness and the institutionalization of Green HRM [7].

GHRM practices provide a framework for incorporating sustainability concepts into various HR operations, including recruiting, selection, training, performance management, and compensation. These practices go beyond simply adhering to environmental legislation and instead aim to foster an organizational culture of environmental responsibility and sustainability[8].

Researchers Saeed, Afsar, Hafeez, Khan, Tahir, and Afridi (2019) point to two key psychological parameters as major influencing factors in green HRM:

- ✓ Environmental knowledge: Awareness of the need to protect the environment and increase the likelihood of environmentally friendly behavior.
- ✓ Environmental psychological climate: This climate indicates that the organization encourages ecologically responsible activities and attitudes. This encourages environmentally conscious conduct among employees who adapt their workplace behavior to the adopted company culture.

Over the last few years, there has been a tendency to blur the line between different types of crisis situations [9].

In connection with the global energy crisis of the last 2-3 years, the topic of energy resources and sources on a global scale is extremely relevant and is discussed at numerous high-level meetings between the heads of state of countries from all continents [10]. This crisis did not pass by Europe and it can even be argued that the countries of Europe are one of the most affected by the energy and accompanying financial and resource crisis [11].

In recent years, scientific research and publications in Bulgaria have increasingly touched on components of these ideas, especially in the part of corporate social responsibility and the role of motivation in the human resources management process.

Complementing empirical results in the direction of the development of the concept of green HRM and its correlation with integrative communication, we find in the data from the latest editions of the multidisciplinary, global survey of trust of Edelman Data & Intelligence, the Edelman Trust Barometer and the special reports of the Edelman Trust Barometer (Edelman Trust Barometer 2021, 2022 and 2023). One of the examined elements demonstrates that employees are guided by their values when choosing and remaining with a business, much as

consumers are when purchasing and keeping with the employer brand. Along with the requirements for occupational well-being, the role of the employer's commitment to act for the good of both employees and society is added. The focus is on a "contract" between employee and employer that encourages businesses to play a more ambitious role in society while fundamentally rethinking workers' motives [12].

Consumers, like employees, are becoming more concerned with environmental issues, and they are willing to pay extra for sustainable products. Consumers now expect organizations and companies to be good for individuals and society [13]. Businesses that engage in green and sustainable marketing benefit the environment while also positioning themselves for long-term success. To remain competitive, firms must discover ways to limit their environmental effect and implement sustainable policies, which are not just the ethical thing to do, but also beneficial to business.

It follows that the "green idea", as we call it for short, is on the agenda of all stakeholders - employees, customers, local communities, and global environmental organizations. Trends show that people are becoming more aware of the environmental impact of human activity, and the concept of sustainability is gaining popularity. Customers are increasingly looking for eco-friendly goods and services as they become more conscious of how their shopping habits affect the environment. Green marketing, which entails advertising goods and services with little to no impact on the environment, has emerged as a result of this. Companies are beginning to understand the value of sustainability and their potential role in supporting it. Since businesses increasingly realize the value of sustainability in their operations, green marketing has emerged as a dominant trend in today's business world. Meeting present-day demands without sacrificing the capacity for future generations to do the same is the idea behind sustainability. In this proposal, we will discuss how sustainability has become a reality in marketing, and the benefits that companies can derive from embracing green marketing practices [14].

The "green idea" permanently begins to take its place in all management, communication, and production mechanisms in a significant part of organizations. To ensure long-term growth, we think that a symbiotic interaction between stakeholders as well as an ecological relationship with society is required, which increasingly necessitates the provision of green products and services, green management practices, and green human resource management. Enforcing such a trend will guide society toward a more sustainable, long-lasting, and ecological environment. Undoubtedly, the obstacles to fully implementing this theory necessitate the establishment of a behavioral culture based on habits, guesses, current knowledge, and their application.

Understanding the challenges and benefits of implementing the "green idea" that has become a long-term objective necessitates integrative communication, consensus support, and true repetition of activity in the form of a well-thought-out decision. Implementing "green thinking and action" is more than simply a goal; it is a process that alters a society's way of thinking and living. This is not only a priority of the Green Pact, of the ruling

majority, it is not a matter of actions of external institutions, nor is it a one-time or repeated gesture of corporate social responsibility. This is a process of separating the personal, organizational, and public in the lives of citizens, who are expected to become increasingly active participants in environmental protection activities. The activity must be exhibited through improving one's overall image in society and modifying everyday and professional actions. All of this is only possible if strategic public relations tools and tactics are employed in an intelligent manner within the boundaries of a green communication paradigm, and interested parties are included in the European public space in this direction. This notion should encompass the entities, their means, and duties for sustaining a continuous public debate on the subject. Because "Strategic management in PR is concerned with the end as well as the means. The purpose is to improve the subject-object relationship from its starting state. The means demonstrate how the desired condition will be achieved. Public relations strategy is linked to a systemic approach, a creative and conceptual view of communication policy based on facts, analysis, and the organization's overall goals and policies. The incorporation of a plan makes it easier to make tactical decisions about how to implement PR efforts for the organization's audiences. It illuminates the path and decreases the likelihood of deviating from the goal at a time when individuals who recognize it are preoccupied with their everyday responsibilities. At the same time, the PR strategy unites many and different activities, and is not a single intervention." [15]

In the context of the research object, the direction that is identified in PR is the so-called green PR, also known as ecological (the beginning of the 1990s is considered to be the beginning), whose main goal is to support the development of civil society as an expression of the population's right to a good environment. From an organizational standpoint, green PR is an activity that seeks to foster a positive and mutually beneficial relationship between the organization and its target audience. Often, the subjects of green PR are different and reveal collaborative partnerships in the field of existing types of public relations, including green PR, which is the basis of corporate social responsibility in society. It is logical to conclude that green public relations has a vocation to promote ideas, inform, engage the public in public debate on environmental issues, explore solutions to environmental issues, and participate in their activities using instruments suitable to the circumstances and activities. The goal of this green PR exhibition is to clarify the technical potential of social science and technology PR in the process of adopting and spreading "green ideas". PR theory and practice have several aspects and communication-management approaches that are useful tools for public communication about areas such as the environment, economy, and societal aspects. To continue to contemplate the prospect of a green lifestyle, green PR is an essential component of the company.

Green PR is on the rise to address increased public scrutiny, media attention, environmental concerns and government intervention. Green PR is about environmental sustainability, in other words, maintaining the factors and practices that contribute to the quality of the environment on a long-term basis [16].

To fully realize the objectives of the European Green Pact, which envisages complex measures aimed at managing the negative external environmental factors generated by human activity and improving social problems, social change is necessary, as it is unavoidable and has always been part of progress towards a more sustainable future. In recent years, accelerated transformation and increased awareness have resulted in social, environmental, and economic gains. Information, communication, and connections are essential components of a thriving democracy. In this case, it is not about a single communication act or the transmission of specific information, but about a full communication strategy. Efforts should therefore focus on providing facilities and tools – forums for debate and channels of public communication – that will give as many people as possible access to the diverse aspects of the 'green idea'. PR best lays the groundwork for dialogue between institutions and their audiences. "AI tools undoubtedly can greatly enhance PR efficiency and performance, they should be used in conjunction with human expertise and judgment. The utility of automation in processing Big data is undeniable, as it saves time, effort and man-hours. PR professionals play a vital role in understanding the context, interpreting data insights, and crafting appropriate communication strategies [17]. The European Union (EU) is the undisputed leader, at the international level, in promoting the principles of sustainable development through complex measures that have allowed the creation of a coherent legal and institutional framework [18].

IV. DISCUSSION

Companies actively participate in avoiding and resolving societal issues, such as those connected to the environment. One of the most effective approaches is to establish "green" practices, which involves establishing an environmentally friendly and human-friendly workplace, as well as sharing and implementing eco-friendly methods in professional and everyday settings.

Conceptual elements of the above definitions of GRM include the ability-motivation-opportunity model, degree of employee perceptions of green policies, influence on employee behavior and social and psychological processes in the workplace, mediation of psychological green climate, role orientation and non-role behavior of employees at work, environmental knowledge as an apparent requirement to increase environmental behavior in the implementation of a model that includes.

To achieve the goal in a conceptual form of presents the authors' conceptual view of the importance of the relationship "green HRM" with sustainable organizational development, in the context of practices such as, for example, green management is achievable with the application of the idea of green human resource management and related it functions of selection, training, performance management, participation and reward in relation to the environmental objectives of the organization. I.e. factors that generate daily activity and prompt a rethinking of one's priorities. For all of the reasons stated above, the principles of perception, retention, and processing of information, regardless of whether it is related to information, training, persuasion, or pleasure, are being transformed, resulting in an

improvement of communications in organizations from the perspective of the "green idea". Concepts on the importance of public communication in organizational and social change are demonstrating their validity. Today, they represent a projection of effective organizational design based on internal and external elements. The presented approach has heuristic potential and applies to current social developments; it is a tool for effective adaptation, transformation, rapid growth, sustainability, and trust.

A holistic approach to the "green idea" in the organization is a concept that recognizes the interconnectedness of all aspects of the life and activity of the organization. This approach acknowledges that all of these factors are interrelated and have an impact on employees, customers, counterparties, and the organization's well-being.

The "Management waterfall for re-innovations" model, which we present below visually and sequentially from top to bottom, is in the process of interacting with the elements of the management system and information about them. Its vision, understanding, and operation require a mixture of all, as well as communication between them, to blend into one knowledge pool that molds the organization's internal relationships and reputation contextually in a "green idea". It is distinguished by methodology, process, structure, principles, functions, techniques, and management, just like each "step". As a result, the system visualizes the functional structure and organizational links to integrate them into a system for communication, management decision generation and implementation, and information understanding and support. Progress in organizational understanding is viewed as a downward-flowing activity since each element to be finished borrows and builds on the outcomes of the preceding one, as the methodology of returning from a previous phase to a higher and higher level must mirror the established goals.

"Management waterfall for re-innovations" [19]

1. Strategic communication management
2. Leadership, emotional intelligence, and "Change-story" model
3. Motivation, organizational culture, and "storytelling" model
4. Sustainable brand and sustainable development

The waterfall model follows the unifying concept of strategic communication management. It should be understood, on the one hand, as a PR plan or communication strategy that is consistent and adheres to the principles of coordination and integration - internal to external relationships. When using these concepts, it is also crucial to consider the unique characteristics of the enterprise's or institution's organizational structure. The implementation of the strategy necessitates the creation of a strategic plan, budget, and procedures (campaigns or activities), which can be classified as medium and short-term plans. An essential component is the conceptual framework of internal communications is described through three main units that unite the detailed vision of internal communication management in clear collaboration with HR. The strategic communication model, developed in combination with the HRM model

and based on the vision that employees are not passive recipients of performance information, but active participants who take their communication initiatives, exhibit projective behavior toward "green initiatives," attempting to make sense of situations and influence the formation and maintenance of the employer brand in a "green light."

"Regarding branding and brand - as an idea, brand is related to the sustainable accumulation of associations and impressions, which in turn can be a major prerequisite for achieving integration. Of course, strategies in this area at corporate level evolve, they vary considerably, but ultimately the responsibility for building a conceptual framework that brings together and integrates all communications can be given to branding. [20]"

The concept of collaboration between HRM – and PR, on the one hand, brings out solutions for support, communication, joint organizational design, and knowledge sharing, and, on the other hand, solutions for cooperation. Here it is necessary to open a parenthesis for the fact that "the role of human resource management plays a central role in organizational development and organizational changes. It is a bridge between management and staff in communicating towards a positive organizational assessment and acceptance of management changes" [21].

"It is very important to emphasize stakeholder analysis and identification in order to steer communication in the right directions based on a clear idea of what the information needs, the excitement, the opinions are" [22].

Once a common vision and mission are established, the plan can fully fulfill the function of strategic internal public relations in assisting in the definition and implementation of corporate and business strategies, shaping both strategic and downstream levels of operational and management decisions to work from the start, combined in communication programs aimed specifically at transforming green ideas from a green office to a green reputation.

The combination of HRM and strategic internal communications in their bridging role provides employees with critical information about their daily work, the organization, their environment, and themselves in a productive relationship. The strategy of understanding, support, and feedback must be used to create a green environment that encourages the expression of thoughts, views, and feelings, as well as the sharing of dreams and objectives, and the celebration of achievements. Communication is the foundation that allows individuals and groups to understand their organization, what it is, what it stands for, and how to work effectively for it.

V. CONCLUSIONS

With a growing awareness of sustainable development and the green revolution, the vast majority of people place a high value on real commitment to sustainable development, including manageability in terms of air pollution, noise pollution, water pollution, and any other feature that removes natural assets from climate change in the normal eco-framework. Without pretensions to comprehensiveness, the article discusses theoretical-applied proposals, at the heart of which is HRM, in

progress to help organizations manage environmental impact. In this context, it means that the firm adjusts its strategy to include environmental efforts that are relevant, applicable, and shared by its human resources, even if they are outside of its comfort zone. To fully realize the ecological potential, it is required to develop and progressively introduce the ingredients, processes, and organizational culture. The green idea, like other organizational improvements, has been embedded into the organizational core.

In summary, it can be noted that the implementation of components of green human resources management leads to the imposition of sustainable practices in the development of the organization. Moreover, the expansion of the applied description in the scientific study of management techniques significantly increases the motivation of employees and leads to high results.

In conclusion, if we use the term micromanagement of processes, we believe that it can build ecological thinking and action, innovation as part of the culture. „Culture, unlike the unifying effect of globalisation, differentiates different communities“ [23].

The 'green idea' co-op sits at the intersection of business, creativity, and a broader sense of social responsibility, giving it a distinct and vital place in today's ever-changing social landscape. It requires a long-term commitment, but it is also satisfying in and of itself. Although this demands a significant amount of effort, it is worthwhile because the objective is noble, and green HRM in communicative cooperation has the potential not only to enhance the bottom line of the business but also to make a genuine impact in the world.

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