

The inter-organizational green careers – literature review and a conceptual framework

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Abstract. The analysis of publications indexed in Scopus and Web of Science databases revealed that there is a lack of research on designing an internal green career in companies. Therefore, the paper aims to present the searching results and characterize the possibilities of the development of internal green careers taking into account the knowledge about green jobs and HRM. The paper is based on the literature studies and is conceptual. The adopted methods are inductive and deductive inference methods. This paper presents a review of the new green HRM concepts.

Keywords: Environmental management, green HRM, green jobs, sustainable development

1. Introduction

Several studies are part of the Human Resource Management (HRM) discipline that prove the close relationship between HRM practices and the achievement of environmental goals (Wagner, 2013; Guerci, Longoni and Luzzini, 2016; Renwick, 2018). One of the elements of the traditional HR function is a HR flow associated with promotions, degradation, and dismissals (Piwowar-Sulej, 2014). Internal (inter-organizational) career – connected with promotions – means assigning tasks and positions that match the professional interests and goals of the employee within his current workplace (Kraimer et al., 2011). In an environmentally-oriented company, it should offer taking green roles, positions (green jobs), and different levels of them, regardless of the industry in which the company operates.

2. A green career in the subject literature

Previous studies focused on the elements of green HR function revealed that HR flow does not represent a topic of interest for many authors (Piwowar-Sulej, 2021). If empirical research is conducted, it collects answers to one question: Whether the organization takes into account the pro-ecological behavior of employees in decisions about promotion? (Zibarras et al., 2012). However, in this case, the promotion concerns a change of position within the current specialization of an

employee (e.i. from a specialist to a senior specialist in marketing) or the so-called managerial promotion. An analysis of the publications indexed in Scopus and Web of Science on "green" HRM showed that there is a lack of research on the issue of pursuing a "green" career within the enterprise. When searching for publications, the "green career" term was used. Scopus was searched by title, abstract, and keywords giving only 12 documents (including only 3 in the area Business, Management, and Accounting), and the Web of Science database was searched by topics giving only 6 results in all research areas.

The authors, writing about the "green" career, refer to it in a postulate manner. For example, Ari et al (2020) stress that to attract and retain talent, management must offer them a package of career opportunities. Their commitment to environmental protection, "green" creativity, and all environmentally friendly behavior should be appreciated. Others, on the other hand, combine a "green" career with "green" recruitment and selection of job candidates (Bauer and Aiman-Smith, 1996). The authors researching the topic of recruitment emphasize that when choosing an employer for people from the Y and Z generations, it is particularly important whether the employer is involved in pro-environmental initiatives (Gupta and Gupta, 2013).

3. The concept of internal green career

"Green" professions are those that directly contribute to the implementation of eco-development of enterprises and economies" (Consoli et al., 2016). It is possible to observe two different situations (Figure 1). First when the Environmental Management Department (EMD) exists in the organization structure together with other functional departments (FD). However, the career path related to green jobs can appear in both cases. This means that person employed in the other than EMD department can be involved in environmental issues (B in Figure 1). This employee can be promoted or also because of this promotion can be transferred to EMD and there develop a green career. Such transfer can be direct (A) or be related to the fulfilled "green" role in the functional department (B). The second situation occurs when there

is no EMD in the organization and employee (B) develops his green career within the FD.

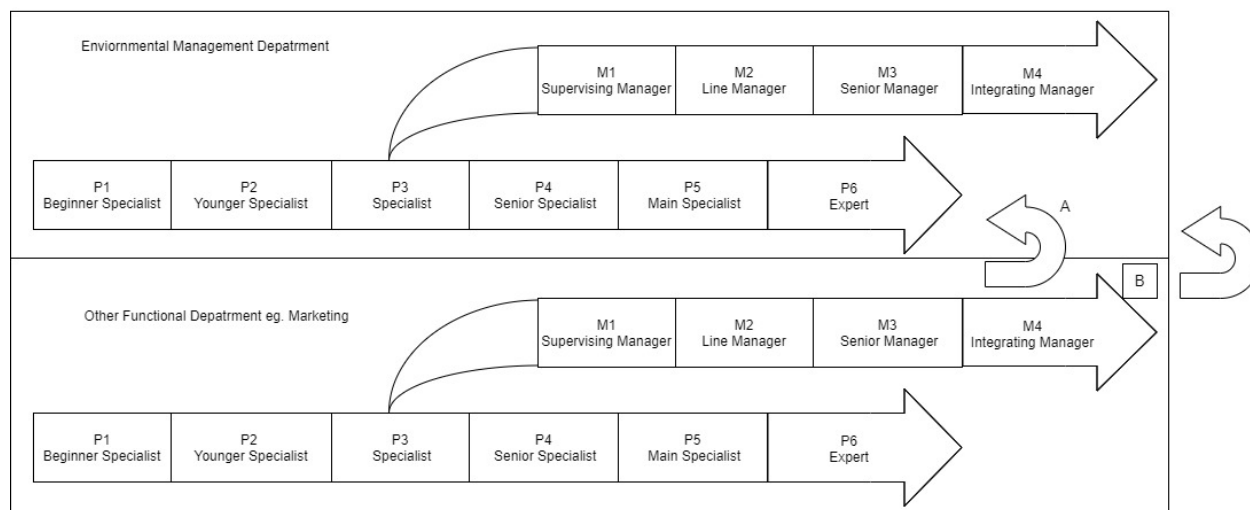


Figure 1. Internal green career pathways. Source: Authors' elaboration

4. Conclusions

As presented, there are different pathways associated with internal green careers. There is a possibility of horizontal and vertical career due to the promotions within the department or between them. Therefore, there are two different A and B possibilities. This paper proved that in the scientific literature there is a lack of research on the issue of pursuing a "green" career within the enterprise. Future research is going to explore quantitatively identified research gaps in two major dimensions: green qualifications and inter-organizational promotions.

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