

“Green Human Resource Management: Best practice of Attaining Sustainable Development Goals”

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Abstract: *Green Human Resources is the typical HR operation its activities also keep in mind sustainability and Earth-friendly practices. Green practices in Human Resources can thus take a wide range of shapes and kinds. From communications methods to employee selection, there are many ways for the green effect to take place there. The present study was conducted to Provide with a basic understanding to Green Human Resource Management and describe the role of Green Human Resource Management for attaining Sustainable Development Goals. The present study was descriptive research design was adopted. The study was based upon the secondary data. For this extant literature related to the topic from different databases. In developing country like India people are more conscious about the profit rather they need to think about the natural resource. Green by hearing the concept people are think that is a curse for an organization but actually the concept meant for conservation of natural resource and application on business by these HR managers from recruitment to retirement of an employee. These procedures should be included in HR policies indeed Green HR creates better ambiance and sustainability in an organization.*

Key Words: Green Human Resource, Industry, Sustainability, Green practice

Introduction

Green HR is the use of HRM policies such a way to promote sustainable use of resources in business organizations to make eco friendly and promote environmental economical sustainability practices to keep healthier environment by increasing employee awareness and commitments on the issues of sustainability (Jessy, 2017). Green HRM is an emerging and promising area in the sustainable development of organization by using this strategy in all the HR practices we can utilize our resources in an optimum fashion and have a competitive edge. The HR function can become the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals representing eco friendly which can contribute to organizational goals. It involves undertaking environment-friendly HR initiatives resulting in: Greater efficiencies with motivation and lower costs and better employee engagement and retention.

Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. The recent interest in environmentalism globally has arisen from specific treaties to combat climate change (Victor, 2001). Owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals, governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole (Christmann & Taylor, 2002).

Sustainable Development Goals

The term sustainable development means different things to different people. But, in essence, it is concerned with meeting the needs of people today without compromising the ability of future generations to meet their own needs.

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests. the Division for Sustainable Development Goals (DSDG) in the United Nations Department of Economic and Social Affairs (UNDESA) provides substantive support and capacity-building for the SDGs and their related thematic issues, including water, energy, climate, oceans, urbanization, transport, science and technology, the Global Sustainable Development Report (GSDR), partnerships and Small Island Developing States (Nation, 2016).

The extant literature in the HR field on the topic of sustainability suggests that more and more HR executives are keen to modulate their corporation as such to become exclusive environmental champions. A great extent of empirical research highlights the impact of environment management practices on performance of the organization using different parameters (Iraldo, Testa, & Frey, 2009).

Hiba A. Masri, Ayham A.M. Jaaron (2016) have conducted study on “*Assessing Green Human Resources Management practices in Palestinian manufacturing context: An empirical study*” demonstrates the application degree for GHRM practices in descending order. Based on the results, the total implementation of GHRM is 2.72, which is considered as a moderate level. Top four most prevalent GHRM items used in manufacturing organizations to encourage pro-environmental behavior belong to “green management of organizational culture” practice. These items are “top management support of environmental practices” with a score of 3.34, “organizational visions/mission statement include environmental concern” with a score of 3.41, “top management clarifies information and values of EM through the organization” with a score of 3.33, and “top management develops punishment systems and penalties for employees’ noncompliance with EM requirements” with a score of 3.05. On the other side, the least prevalent items that have been applied in targeted manufacturing organizations are “offering non-monetary and monetary rewards based on environmental achievements” with a score of 2.36, and “environmental performance is recognized publically” with a score of 2.23 that belong

to the GHRM practice of “reward and compensation”, and the items of “using teamwork to successfully manage and produce awareness of the environmental issues of the company” with a score of 2.20, and “Involving employee in formulating environmental strategy” with a score of 2.40 that belong to the GHRM practice of “green employee empowerment and participation. Based on data analysis, it is evident that “Improvement of corporate reputation” is a top environmental performance affirmative outcome in manufacturing organizations with a mean of 4.06, whereas “Increased use of renewable energy and sustainable fuels” was the lowest environmental performance affirmative outcome with a mean of 3.57.

Adnan M. Rawashdeh (2018) has conducted study on “*The impact of green human resource management on organizational environmental performance in Jordanian health service organizations*” Segment C tackled questions on dependent variable- environmental performance (reductions in the consumption of electric energy, increased use of renewable energy and sustainable fuel, improvement of organization reputation, improved service quality, help organization develop/design better service, materials recycling and reduce waste). In answering the questionnaire, the respondents were asked to indicate their responses to the questions on a five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). He found that, the total implementation of Green HRM was 2.89, which was considered as a moderate level. The mean values ranged from highest 3.02 to lowest 2.26. The results for Green recruitment and selection indicated highest conformity (Mean = 3.02, Standard Deviation =1.15); and Green training and development as lower indicator (Mean = 2.81, Standard Deviation =0.84); environmental performance, improved service quality indicated highest conformity (Mean = 4.10, Standard Deviation = 0.78) increased use of renewable energy and sustainable fuel as lower indicator (Mean = 3.61, Standard Deviation = 0.86) (Rawashdeh, 2018).

Rationale of the Study

Sustainable development goals should be part of all sectors of society even organization not left alone, they should implement SDGs in their respective organization to bringing sustainability in their approach and strategies through the endeavor of HR department.

Last two decades of this century have witnessed a unanimous consensus for the need of a realistic environmental management drive all over the world. This effort was undertaken since the damaging effects of different pollutants among which the industrial wastes being the major culprit that has been deteriorating and depleting our natural resources very fast has been evident. The “Magna Carta” on Human Environment was declared in the first United Nation’s (International) Conference on Human Environment held in June 1972 in Stockholm declared that to defend and improve the human environment for present and future generation have become an imperative goal for mankind (Shaikh, 2010). The SDGs provide a universal and visionary framework to address the challenges of global cooperation and action, bringing stakeholders together to proactively address these challenges. But they are also complex and interconnected, and could be daunting for companies trying to understand the potential impacts, dependencies and opportunities when considering the SDGs (World, 2017).

Objectives of the study

- Provide with a basic understanding of Green Human Resource Management
- Describe the role of Green Human Resource Management for attaining Sustainable Development Goals.

Research Methodology

The study was descriptive in nature hence, descriptive research design was adopted. The study was based upon the secondary data. For this extant literature related to the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail.

Results

Business will play a critical role in achieving the SDGs. Many companies have been working to address environmental, social and economic issues and leading companies have begun to recognize that they may best address the complex sustainability challenges by scaling up their efforts through collaboration with peers, industry and sector organizations, customers, governments, nonprofit organizations and society. Businesses can support the SDGs through contributions to economic growth and employment, and as a source of finance, technology and innovation.

- Driving growth: by creating shared value, companies can help to secure their ability to generate capital and shareholder value over the long-term
- Addressing risk: by linking strategic priorities to the SDGs, companies send a message to investors about their capabilities to manage environmental, social and governance (ESG) risks.
- Attracting capital: by aligning their business models to SDGs, companies may benefit from new sources of capital such as green bonds
- Focusing purpose: by defining and activating a company's aspirational purpose as a foundation for its strategy, it may help increase stakeholder value over the long term.

Table no 1: Integrating Sustainable Development in Your Organization

Who is responsible	Supply Chain Management	Human Resources	Marketing	Finance	Public/Corporate Affairs
Responsible for what	Risk Management Product Responsibility	Employee Recruitment and Retention Motivation Competencies	Brands Reputation	Fiduciary Responsibilities Reputation	Reputation
To whom	Management Suppliers Standard Setting Bodies NGOs Competitors	Management Employees Wider Business Community Institutions Regulators	Corporate Affairs Market Awareness International Agencies Regulators Competitors Customers Media NGOs	Shareholders Finance Directors Management The Market Competitors Investors Shareholders Assessment Bodies Regulators	Management Employees NGOs Advisory Panels Competitors Wider Business Community Institutions Regulators
Through what mechanisms	Greater role in strategy Audit Training Standards/Monitoring/ Compliance Establishing working relationships	Peer learning Training and development Creating culture amongst employees Leadership	R&D Stakeholder Intelligence (customer feedback, dialogue, benchmarking)	Analysis Investor surveys Annual General Meetings (AGMs) Disclosures	Connecting business functions and management with stakeholder concerns Relationship building
Cross-functional Connection	Sales Marketing Corporate Affairs Product Development	Corporate Affairs Marketing	PR Marketing Corporate Affairs	Public/Corporate Affairs Marketing	All functions and units
With what outcomes	Deliver accountable supply chain through strategic embedding	Use sustainable development as a marketing tool and to enhance employee performance	Create more sustainable products and services	Meet broader fiduciary responsibilities	Raise company profile

Source: Creating business value and accountability, Engen, T, and Di Piazza, S, 2005

Green Recruitment: Green Recruitment means a paper-free recruitment process with a minimal environmental impact. Applications are invited through online mediums like e-mail, online application forms or the Global Talent Pool. If possible, telephone or video-based interviews are conducted to minimize any travel-related environmental impact. Green Recruitment is active in the field of professional recruitment, with a view to meeting the growing needs for experts in the areas of renewable energy, climate change and sustainable development. Services range from contract recruitment to executive search. Whether one is looking for the brightest emerging talent or the most established industry leaders, Green Recruitment is long-term partner in environmental recruitment for recruiters (Sharma & Neema, 2011). Business organizations are now market themselves as environmental conservatives in order to attract highly smart professionals with fabulous green knowledge, who are also adopting of green practices and sustainability issues. On the other hand, job seekers also preparing themselves as green employees according to international standard of green culture. Green employees also favor firms whose central businesses are providing environmental protection and social responsibility (Masri & Jaaron, 2017). In the job analysis process, job description, and job specification firms should include and press on environmental aspects, and what is expected out of selected candidate should be explained clearly as well (Renwick, Redman, & Maguire, 2013).

Green Performance Management: Performance management (PM) is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way. The recognition of the corporate strategy culminates into the performance management. With the EM affecting global business strategy, performance management is also being influenced by the green wave in a possible positive manner. Green performance management consists of issues related to environmental concerns and policies of the company. It also concentrates on use of environmental responsibilities. The most important aspect of PM is performance appraisal. In addition to meeting the criteria of reliability, validity, and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes (Jackson, Renwick, Jabbour, Muller, & Camen, 2011).

Green training and development: Development of attitudes, behaviors, knowledge and skills in the employees that stop the corrosion of environment related attitudes, skills and knowledge comes under the umbrella of training and development (Zoogah D. , 2017). Training is considered as the preparation of multi-talented employees that is concerned with the development of knowledge and skills required for innovation Green reward and compensation Green employee empowerment and participation Green management of organizational culture (Liebowitz, 2010).

Green reward and compensation: Achieving goals of greening the organization can be enhanced by rewarding employees for their commitment to environmental practices (Jabbour C. J., 2011) (Jabbour, Santos, & Nagano, 2008). In this context, EM could benefit from reward and compensation systems if it focuses on avoidance of negative behaviors and encourage the eco-friendly behavior (Zoogah D. B., 2011).

Green Work Life Balance: Green HRM can meet its full potential only by considering employees in their two fold role as producers and consumers. Employees learn different kinds of behavior not exclusively at the workplace, but also in private life. Since reciprocal interactions between working life and private life occur, a “Green Work-Life Balance Concept” is suggested to facilitate environmentally friendly behavior in both life domains (Abelson, 1994.) (Bandura, 1977).

Green Intellectual Capital: Many studies in the past found that intellectual capital (IC) has positive influence on competitive advantage of firms. IC is the total stocks of all intangible assets, knowledge, and capabilities of a firm that could create values or competitive advantages, and achieves its excellent goals. However, no research has explored whether IC in environmental management has a positive effect on competitive advantage of firms.

Discussion

It is not a hidden fact that human resource is the most important asset of an organization that plays an important role in managing the employees. At the moment, the recent increased trend of corporate focus on greening the business, the modern HR managers have been assigned with additional responsibility of incorporating the Green HR philosophy in corporate mission statement along with HR policies. The major challenge of HR professionals in India understanding the scope and depth of Green Human Resource Management in the process of transforming their organization towards Green HRM and blending with the Sustainable Development Goals. Although there are very few examples of organizations that have been implementing environmental criteria in their recruitment processes in the literature (Jabbour, 2011), the practice of “green recruitment and selection” was the third most used practice at manufacturing organizations. This result highlights the fact that HR managers regard employee productivity as a priority in their organizations.

Conclusion

The Green HRM is the main component in an organization as preferences for other welfare measures the green concept also ought to be considered in order to save the expenses (Unnikrishnan & Hedge, 2007). This is resembled by the role played in developing country like India people are more conscious about the profit rather they need to think about the natural resource. Green by hearing the concept people are think that is a curse for an organization but actually the concept meant for conservation of natural resource and application on business by these HR managers during the recruitment procedures to retirement of an employee. For instance, HR managers may easily impact recruitment results and procedures by recruiting people who are potentially better prepared at protecting organizational environmental values. The results also indicated that “green training and development” was the fourth most used practice having impact on employee performance. By evaluating above all it is clear Green Human Resources really helpful for attaining sustainable development goals in micro level like in industries. If every industry would introduce GHR it’s definitely going to help macro level sustainable development.

Acknowledgement: this study was conducted by own interest about trends in HR. No fund was taken for this study.

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