

GREEN HRM: AN INNOVATIVE APPROACH TO THE 2030 AGENDA OF SUSTAINABLE DEVELOPMENT

Ms. Preksha Yadav

Research Scholar, School of Business and Management, CHRIST Assistant Professor, CMR Institute of Technology, Bangalore

Dr. Jain Mathew

Professor, School of Business and Management, CHRIST, Bangalore

Abstract: *The foundation of Green Human Resource Management (Green HRM) is the Green Movement. This movement is committed to environmental preservation and the protection of the planet. In June 1972, UN (United Nations) hosted its inaugural Human Environment Conference in Stockholm. UN acknowledged during this international conference that maintaining and improving the environmental conditions has become the top most priority for humanity. In the world of management, green HRM is a growing trend. Green HRM is the inclusion of sustainable environmental practices in to company's HR policies in order to achieve a sustainable environment and a long-term healthy future for the business, industry, and hence the economy. Green is a colour that represents serenity, kindness, development, happiness, life, and fashion these days. The current study examines the literature on Green HRM and the 2030 Sustainable Development Agenda to build a conceptual model that explains the role of green HRM in achieving Sustainable Development Goals (SDGs). This research examines one measure that organisations may take to promote the cause and need for sustainable growth, as mentioned in the UN's 2030 Agenda of Sustainable Development. In the form of Green HRM, this study suggests that Human Resource Management departments in businesses adopt sustainable and environment friendly methods. Academics have recently been interested in green HRM, and this review paper contributes to a fundamental understanding of the concept.*

Keywords: *Green HRM, Sustainable Development, Organizational Environmental Performance, 2030 Agenda, Sustainable Development Goals (SDGs),*

Introduction

Sustainability becomes essential for the globe and industry in the 21st century. Green HRM is to foster the efficient resource utilization inside businesses and to promote environmental sustainability (Mandip, 2012). In a view of widening social class gap and rapid degradation of today's environment, business leaders must see sustainable development as top priority. The concept of environmental sustainability has sparked widespread worry about the world's organisational prosperity. In 1992 during UN Commission on Environment and Development (UNCED), often referred as Earth Summit, the concept of a global development agenda rose to prominence.

The goal of these international summits and declarations was to promote the redefining of national policies on sustainable development (Mashla et. al., 2018).

The 2030 Agenda was overwhelmingly approved by the United Nations General Assembly in 2015. 17 SDGs (Sustainable Development Goals) were established, with

169 global objectives and 232 indicators to track implementation progress. The 2030 Agenda aspires to bring transformational change with respect to people, the planet, prosperity, peace, and partnership (DESA, Sustainable Development, UN, 2015).

In the sense that it applies to all the countries, the 2030 agenda is universal. It also necessitates the participation of all sectors in society in order to attain the SDGs. According to the 2030

Agenda: Private sector initiatives, investment, and technological development are significant factors of economic indicators like production, economic growth, and employment generation. It recognises the heterogeneity of the private industry, which includes everything micro-businesses, cooperatives, and multinational companies. It encourages both private and public sector to use ingenuity and inventiveness to address the issues of sustainable development. As we know, Human resources are the foundation of any business. Since HRM can influence an organisation's external environment relating to organisation's effect on society and nature, including sustainability into HR management to achieve organisational sustainability is crucial (Adolfo, et. al., 2020).

The goals of sustainable development are combined and consolidated into three levels: economic, social, and environmental aspects. They are based on "people, planet, and prosperity" (George et. al., 2020). As per corporate perspective, the SDGs have a clear goal: to create a "sustainable, innovative, and people-oriented" environment that can improve economic performance, social performance and environmental performance of an organization. The 2030 Agenda describes itself as "a People's Agenda, by People, and for People" (DESA, Sustainable Development, UN, 2015).

Currently, more than 50% of the world's population already shifted to cities and anticipated percentage to be around 70% by 2050. As per estimations, urbanisation along with global population growth would bring additional 250 Cr people to cities by 2050, with Asia accounted for around 90% of this increase.(DESA, UN, 2018).

As per the DESA, urbanisation is projected to be centralised in only few nations. China, India, and Nigeria are anticipated to account for around 35% of worldwide urban population increase between 2018 and 2050. By 2050, India is anticipated to have 14.6 billion urban residents (UN DESA, 2018). Freshwater availability, sewage, living conditions, and overall health are all threatened by rapid urbanisation (DESA, UN, 2018).

Green HRM techniques help to change the dynamics of the business environment as well as the hazards that come with urbanisation. It entails engaging in Human Resource operations that benefit the environment, resulting in notable efficiency, lower costs, and improved job commitment (Mandip et. al., 2012).

The importance of individuals in the creation and implementation of SDGs is

undeniable. Human Resource Management (HRM) is a field that may be studied at the institutional and corporate levels to help achieve the SDGs by using people's abilities by fostering positive and environmentally friendly working conditions for employees through green HRM practices (George, 2020).

Main objective of this research paper is to gain a better conceptual knowledge of different green HRM activities and its effect on environmental sustainability. Main aim of this research is to include previous researches on green HRM practices and environmental performance into a conceptual model that can define the interrelationships between Green HRM, environmental performance and sustainable development goals. As a result, the study is being presented to fill a conceptual gap in the existing literature about the interrelationship between Green HRM practices and environmental performance in context of UN sustainable development goals-The 2030 Agenda, 2015.

Review of Literature

The researchers conducted a review of literature on Green HRM, organisational environmental performance and sustainability for the purpose of this research.

Green HRM Practices

Green HRM is the integration of HRM with the aspects of corporate environment management (EM). All the Green HRM practices refer to HRM practices aimed at encouraging employees to embrace green principles in order to attain the organisation's environmental objectives and contributes to environmental sustainable growth (Renwick, 2008). HRM policies and activities that are environment friendly and aimed at making the organization green are known as Green HRM (Mehta & Chugan, 2015). Green HRM (subcategory of sustainable HRM) addresses environmental sustainability concerns (Yusoff, 2018). A systematic, purposeful integration of standard HRM techniques with the organisation's environmental goals is known as green HRM. (Millar, 2016). Furthermore, Green HRM benefit firms by lowering workers' carbon costs through car pooling, online training, job sharing, teleconferencing, and online interviewing, as well as recycling (Yusoff, 2018). Green HRM is broad and comprehensive implementation of the concept of sustainability to an organisation (Sharma et. al., 2015). HRM that supports the sustainable use of resources in organisations is referred to as Green HRM (Mishra, 2014). Yusoff (2018), also states that, recruitment process, training & development, compensation system, participation of employee, performance management system and other activities should be executed in order to achieve green HRM.

As a result, this research describe green HRM as the application of HR methods, ways of thinking, and methodologies that support the implementation of environmentally ethical corporate practices while attaining economic performance.

Table 1: Green Ranking: Global to 10 Companies

Rank	Company	Green Score	Country
1	L'Oreal SA	89.90%	France
2	Centrica PLC	88.70%	United Kingdom
3	Enbridge Inc	86.00%	Canada
4	Siemens AG	85.30%	Germany
5	Cisco Systems Inc	83.70%	United States of America
6	Henkel AG & Co KgaA	82.60%	Germany
7	Accenture PLC	82.50%	Ireland; Republic of
8	BT Group PLC	82.40%	United Kingdom
9	Adidas AG	79.60%	Germany
10	Koninklijke Philips NV	77.90%	Netherlands

Source: Green Ranking 2017-18, Global Top 10 Companies, Newsweek (www.newsweek.com)

Green Hiring

Green hiring is the process of finding and employing people who possess the expertise, abilities, competencies, and behaviours that are expected with an organisation's environmental management systems (Ullah, 2017). Despite the fact that attracting the innovative, skilled, and creative employees, increasing hiring possibilities, and hiring qualified employees is a major challenge, businesses must know and design green ways to attract and hire talented employees in order to ensure workplace sustainability. (Renwick et al., 2013). Wehrmeyer, (1996), emphasised the need of familiarising new workers with the company's culture as well as ensuring that they are competent to uphold the company's environmental principles. Green recruiting also gives employers a chance to stand out from the rest and enhance overall opportunity to attract and retaining applicants following induction (Ahmad, 2015).

Green Training & Development

Environmental sustainability necessitates the creation of strong policies and processes,

as well as staff training at all levels. Employee training and development programmes should intentionally include environmental management components in this scenario. Training and development refer to actions that focus on improving employees' mentalities, skills, and views, as well as preventing the depreciation of facts and insight about environmental management (EM)(Zoogah, 2011). Seminars and workshops should be included in training and development programmes to assist employees to gain talent and expertise in EM so that they may alter their behaviour and pre-serve the environment (Hosain & Rahman, 2016). Through green training & development em- ployees can be trained on environmental management, energy-saving and waste-reduction tech- nique , spread environmental consciousness throughout the business, and employees were given chances to engage in environmental management process. (Zoogah, 2011).

Employees acquire awareness of the different components and value of environmental management through green training and development. Developing the capacity and abilities to deal with all types of environmental difficulties is one of these ideals. Employees will gradually develop a mentality in which green principles will be ingrained. They will openly embrace novel ways and practices for contributing to the environment in a business, ranging from labour alloca- tion to waste management.

Green Performance Management And Appraisal

A year-round communication process between a supervisor and subordinate focused at accomplishing the organisation's strategic goals is known as performance management (Baranwal et. al., 2016). Green performance management covers concerns such as organisational policies and environmental obligations. The quality and value of environmental performances are im- proved when environmental management is included into the performance management system (Jackson et. al., 2012). Environmental sustainability requires the establishment of corporate envi- ronmental performance management standards, green audits, and information systems. Management of environmental concerns and organisational policies are included in the scope of the green performance management system (Renwick et. al., 2013). In this situation, a business can only preserve the environment if performance assessment is closely related to green objectives, tasks, and employee's commitment towards the environment related policies s (Mandip, 2012).

To enhance their environmental performance, leaders should offer frequent performance appraisal of employees on their involvement in environmental goals achievement (Jackson et. al., 2011; Opatha & Arulrajah, 2014). The performance assessment rating system must be updated to include aspects for assessing individuals on behavioural and technical abilities such as collaboration, association, creativity, and environmental awareness . Such abilities supports the organisation's fundamental principles and aid in the development of a green organisation (Liebowitz, 2010).

Green Employee Involvement

Employees involved in environmental concerns, according to researchers, have a greater understanding of environmental challenges. Furthermore, they have greater capacity to tackle environmental challenges, which leads to higher environmental performance (Rothenberg, 2003). Tang (2018) identified certain prerequisites for increasing employee participation in green activities. The first is that the organization must have an excellent green vision. Secondly, the organization must provide information regarding the green climate. Climate related communication channels were also found to be crucial. Informal and formal communication can help to foster a green culture inside a company. Employees would be more comfortable in exhibiting green behaviour, as a result of these types of talks. The importance of green culture within the company has also been emphasised by researchers. Research suggests that HR managers should strive to create a work atmosphere in which employees are free to think and may engage in discussions regarding environmental concerns.

Efforts linked to the green environment are encouraged in this culture through a process in which employee engagement creates results. Employee involvement in environmental performance is influenced by two different processes: employee empowerment and employee engagement (Renwick, et. al., 2013).

Organizational Environmental Performance

Organisational Environmental Performance (EP) is defined as organisation's commitment towards preserving the environment and operating within the established bounds of environmental care (Paillé, 2014). Many studies have looked at how green HRM efforts improve an organisation's environmental performance (EP). Montabon (2007), provided an all-encompassing assessment of EP that includes accident reduction, continual learning, recycling performance, stakeholder perspective, external audits, carbon sequestration, and cost reductions. By transitioning standard HR operations to green practices, HR managers can play a critical role in reaching these EP goals (Harvey et. al., 2013). There are numerous benefits to adopting environmental performance initiatives into firms, including effective strategic approaches, operational cost reductions, developing a moral character, adherence to rules, and increased competitiveness (Quazi, 1999). Green HRM has been utilised in certain studies in a mediating role between organisational variables and environmental performance. Green HRM modulates between demand of stakeholder and company environmental performance (Guerci et al., 2016).

The 2030 Agenda

On September, 2015, the United Nations celebrated its seventieth anniversary at its headquarters in New York and Sustainable Development Goals (SDG's) were agreed

upon by Heads of State and Government and High Representatives. SDGs are a global call to take action to relieve poverty, protect the environment, and enhance people's lives. 17 SDGs were approved by UN member in 2015 and a 15-year long plan is also prepared by them to achieve all 17 SDGs. The 2030 Agenda established 17 SDG's (Fig:1) with 169 global targets and 232 indicators to track implementation progress.

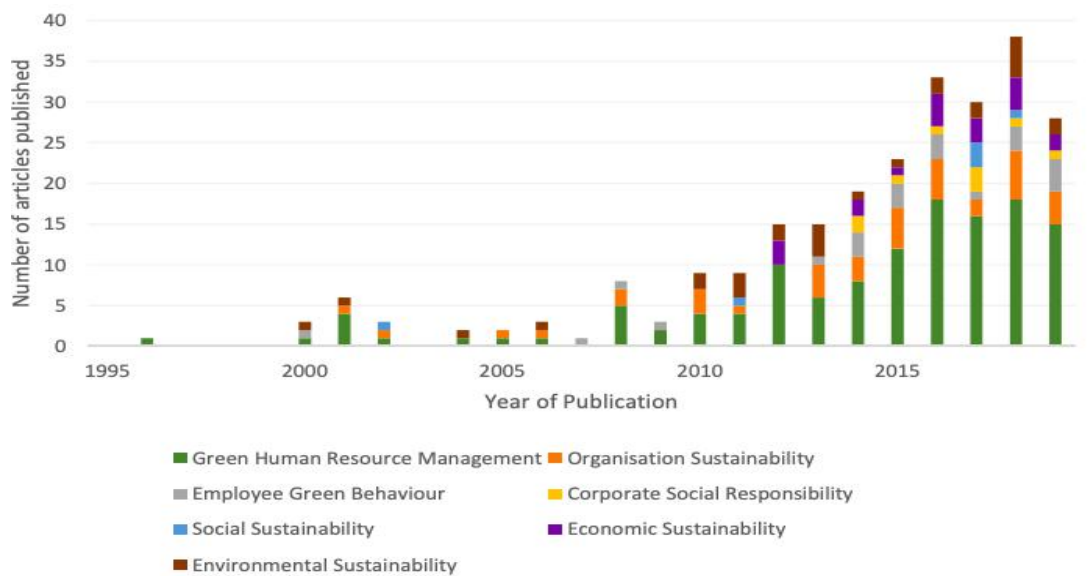
The 2030 Agenda includes goals for people, planet, and prosperity. Main objective of 2030 agenda is to promote world peace. This plan will be implemented in a collaborative collaboration by all nations and stakeholders (DESA, Sustainable Development, UN, 2015).



Source: The 2030 Agenda for Sustainable Development Goals (website: sdgs.un.org) Figure 1. 17 SDGs are divided into three categories: economic, environmental, and social.

Green HRM And Organizational Environmental Performance

Green HRM had been demonstrated to improve a company's environmental performance in previous studies. According Jabbour and Jabbour (2016), All the green HRM techniques leads towards greater environmental performance of businesses. Organizations cannot successfully im plement environmental management programmes without green HRM, according to studies



Source: (Amrutha, et.al., 2019)

Fig:2 Green HRM linkage to Sustainability
(Teixeira, 2012).

Green HRM has been used in some studies in a mediating role between organisational factors and a company's environmental performance. In the Qatari oil and gas industry green HRM mediates the relationship between top management support, internal environmental orientation, and company environmental performance (Bakri, 2018). As a result of the external pressure, businesses aim to enhance their environmental performance by implementing green HRM. We believe that green HRM improves a company's environmental performance, based on prior research and stakeholder theory.

Organizational Environmental Performance And The 2030 Agenda

SDGs and the 2030 Agenda will redefine sustainable development and organizational sustainability, affecting people all around the world. The magnitude and ambition of the 2030 development agenda provide for the private industries a huge opportunity to highlight the vital role that it plays in sustainable development. Also to act as an important partner in addressing the challenges of achieving the SDGs (The 2030 Agenda, 2015). Business for 2030, a project of the US Council for International Business, aims to highlight business' historical and ongoing contributions to sustainable development through the lens of the SDGs (Business for 2030, 2015).

17 Sustainable Development Goals (SDGs), constitute an urgent sense of urgency for all countries to work together in a global partnership to accomplish them. As per HR literature on the subject of sustainability, a rising number of HR professionals are keen to transform their organisations into independent environmental ambassadors. Using a range of measures, a substantial amount of research based on empirical data investigates the effect of environmental management approaches on organisational

performance (Iraldo et. al, 2009). According to past research, businesses are interested in implementing SDGs into their corporate sustainability reporting. Companies are familiar with the terms SDGs and are far less likely to use terms like 2030 Agenda or global objectives to describe the problem. Several organizations are moving beyond just stating SDGs in their sustainability reports as a matter of introduction, instead highlighting specific SDGs that are directly related to the company's activities. This looks to be a beneficial approach since it allows businesses to adapt the global agenda locally and relate to it in a more direct way, making it easier to take action toward the goals.

According to Hansla et al. (2008), environmental awareness, as well as individual attitudes and behaviours, play a critical role in pro-environmental activities, and a lack of understanding creates hurdles and challenges to pro-environmental attitudes and behaviours for organisational sustainability. Mesmer-Magnus et al. (2012) found that when all parties (individuals, workers, and organisations) are committed, a business organisation may achieve organisational and environmental sustainability simultaneously.

Methodology

The current research used the method of literature review to achieve the major objective of "Moving The 2030 Agenda of Sustainable Development Forward Through Green HRM Practice". This approach enables the researcher to structure the study, identify gaps, potential areas for further research, and establish an authentic knowledge foundation in the area (Tranfield et al., 2003). The articles reviewed under this research were published between 2000 and 2020. Articles on Green HRM and Sustainability were evaluated, and a suggested model was constructed based on the findings. The study's drawback is that only publications that have been published and are available online were evaluated.

Discussion

Sustainability became essential for the globe and industry in the 21st century. Research Evidence demonstrates that the environmental performance of an organization can be substantially linked to the SDGs.

"We the Peoples" were the opening words of the UN Charter when they announced "The 2030 Agenda" of sustainable development. It was "We the Peoples who are embarking today on the road to 2030. Our journey will involve Governments as well as Parliaments, the UN system and other international institutions, local authorities, indigenous peoples, civil society, business and the private sector, the scientific and academic community – and all people. Millions have already engaged with, and will own, this Agenda. It is an Agenda of the people, by the people, and for the people – and this, we believe, will ensure its success" (The 2030 Agenda).

As, it is specifically mentioned by UN, that people are going to play a significant role

in achieving SDGs, in the current research, researchers have explored the same through extensive literature review and tried to connect the three dots i.e.Green HRM practices , organizational environmental performance and sustainable development goals of 2030 agenda.

It is a well-known truth that human resources are an organisation's most valuable asset and play an important role in organizational performance. Now with recent increase in corporate focus on sustainability, contemporary HR professionals are assigned additional role of implementing the Green HR practices and incorporate them into organisational mission & vision statements. By concentrating on waste management, recycling, maintaining health and safety standards, applying learning from training modules, and fostering an environmentally friendly corporate culture, Green HRM plays an essential role in ensuring organisational sustainability. Organizations can determine the value of connecting employee engagement and involvement in environmental sustainability programmes to organisational sustainability (Singh, 2016). People associate the term "green" with a curse for a business, but it actually refers to the management of natural resources and its use in business by HR managers from the recruiting process through employee retirement. HR managers, for example, may readily influence recruitment outcomes and procedures by hiring individuals who are more suited to safeguard the organisation's environmental principles.

According to the findings, green training and development, green employee involvement and green performance management are most commonly employed techniques that can influence employee’s performance. By assessing all of the above, it is apparent that Green HRM are extremely beneficial in achieving sustainable development goals at the micro level through organizational environmental performance, such as in organizations. If every organization adopts Green HRM, it would undoubtedly aid macro-level sustainable development.

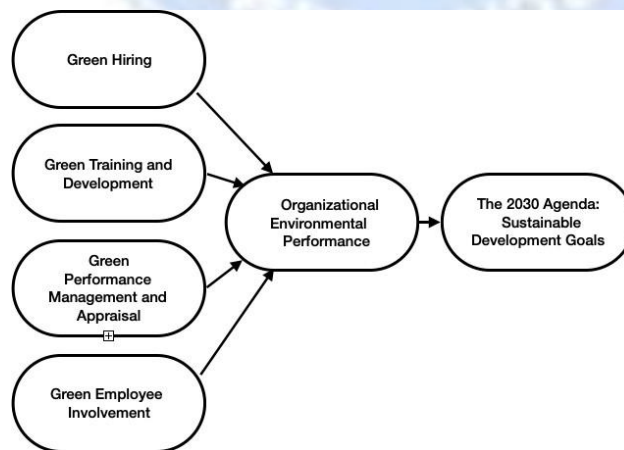


Fig:3 Proposed Model of Green HRM and The 2030 Agenda of sustainability

Green HR department play an essential role in developing a sustainable culture in any organisation. Businesses are beginning to incorporate green initiatives into their regular work environment as society becomes more ecologically concerned (Renwick,

et.al., 2008). This research will look at the notion of organisational environmental performance as presented by Ozen and Kusku (2008), which includes regulative, normative, and cognitive outcomes of implementing an environmental management system and developing green assessment-based HR interventions. This study proposed the following model of Green HRM practices and the 2030 agenda of sustainable development goals through the organizational environmental performance.

Scope For Future Research

The proposed model is conceptualised on the link between Green HRM practices and SDGs (Sustainable Development Goals) as measured by organisational environmental performance.

The above-mentioned model would need to be tested further for different industries in different geographical settings. Research would also be required to understand organizational support and organizational citizenship behavior of employees (OCBE), which can serve as the foundation for implementing Green HRM practices. While the researchers sought to relate GreenHRM to the UN's 2030 Agenda for SDGs, further study is needed to determine the extent and kind of influence Green HRM has on the SDGs.

Conclusion

The researchers assert that the future of Green HRM as an innovative approach seems bright for all the stakeholders. Business owners and professionals can assess the benefit of incorporating employee involvement and participation in environmental management programmes to improve workplace, which leads towards sustainable development. To summarise and draw broad conclusions, it may be said that we are on the right track towards reaching the 2030 Agenda targets. In other words, companies are on their path to achieving long-term development. As a result, it should be approached with the understanding that green HRM practices in the workplace are important links in the adoption of sustainable development concept.

References

Ahmad, S. (2015). Green human resource management: policies and practices. *Cogent Business & Management*, 2(1), 1030817.

Guerci, M., Longoni, A. and Luzzini, D. (2016), "Translating stakeholder pressures into environmental performance—the mediating role of green HRM practices", *The International Journal of Human Resource Management*, Vol. 27, pp. 262-289.

Guerci, M., & Carollo, L. (2016). A paradox view on green human resource management: Insights from the Italian context. *The International Journal of Human*

Resource Management, 27 (2), 212-238,
<https://doi.org/10.1080/09585192.2015.1033641>

Harvey, G., Williams, K., & Probert, J. (2013). Greening the airline pilot: HRM and the green performance of airlines in the UK. *The International Journal of Human Resource Management*, 24 (1), 152-166,
<https://doi.org/10.1080/09585192.2012.669783>

Hansla, A., Gamble, A., Juliusson, A., & Garling, T. (2008). The relationships between awareness of consequences, environmental concern, and value orientations. *Journal of Environmental Psychology*, 28 (1), 1-9.

Hosain, M. S., & Rahman, M. S. (2016). Green Human Resource Management: A Theoretical Overview.

Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824-1833,
<https://doi.org/10.1016/j.jclepro.2015.01.05>.

Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management. *German Journal of Research in HRM*, 25, 99 – 116.

Liebowitz, J. (2010). The role of HR in achieving a sustainability culture. *Journal of Sustainable Development*, 3 (4), 50-57, <https://doi.org/10.5539/jsd.v3n4p50>.

Mandip G. Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*. 2012; 1:244-252.

Mesmer-Magnus, J., Viswesvaran, C., & Wiernik, B. M. (2012). The Role of Commitment in Bridging the Gap Between Organizational Sustainability and Environmental Sustainability. In *Managing Human Resources Environmental Sustainability*, eds. Susan E. Jackson, Deniz S. Ones and Stephan Dilchert, New Jersey: Jossey-Bass, 155-186.

Opatha, H. H., & Arulrajah, A. A., (2014). Green Human Resource Management: simplified general reflections. *International Business Research*, 7, 101–112.

Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics*, 121 (3), 451-466, <https://doi.org/10.1007/s10551-013-1732-0>

Rani, & Mishra (2014). Green HRM: practices and Strategic Implementation in the Organization. *International Journal on Recent and Innovation Trend in computing and Communication*, 2(11)

Renwick, D.W., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. University of Sheffield Management School Discussion Paper, 1, 1-46.

Renwick, D.W., Redman, T. and Maguire, S. (2013), "Green human resource management: a re- view and research agenda", International Journal of Management Reviews, Vol. 15, pp. 1- 14.

Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2017). Green human resource management practices: scale development and validity. Asia Pacific Journal of Human Resources.

Teixeira, A. A., Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2012). Relationship between green management and environmental training in companies located in Brazil: A theoretical framework and case studies. International Journal of Production Economics, 140 (1), 318-329,

Tranfield, D., Denyer, D., & Smart, P. 2003. Towards a methodology for developing evidence-in- formed management knowledge by means of systematic review. British Journal of Man- agement, 14(3): 207–222.

United Nations, Department of Economic and Social Affairs. (2018). *2018 Revision of World Urbanization Prospects*.
<https://www.un.org/development/desa/publications/2018-revision-of-world-urbanization-prospects.html>

United Nations, Department of Economic and Social Affairs. (2018). *68% of the world population projected to live in urban areas by 2050, says UN*.
<https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>

United Nations, Department of Economic and Social Affairs, Sustainable Development. (2015). *Transforming our world: the 2030 Agenda for Sustainable Development*. <https://sdgs.un.org/2030agenda>

Wehrmeyer, W. (1996). Introduction in greening people: Human Resource and Environment Man-agement, 15, Greenfield publishing Sheffield.(Iraldo, Testa, & Frey, 2009)

Zoogah, D. B. (2011). The dynamics of Green HRM behaviours: A cognitive social information processing approach. German Journal of Human Resource Management,

25 (2), 117-139, [https://doi.org/ 10.1177/239700221102500204](https://doi.org/10.1177/239700221102500204)