

Development and transformation of human resources in the framework of green management

Hossein Gholami ^{*1}
Ghasem Dashtbani ²

Date of Receipt: 2021/10/22 Date of Issue: 2021/11/25

Abstract

Today, managers in the public and private sectors consider having knowledge of laws and green issues to be important and necessary for the survival of their organizations. Therefore, human resources are one of the most important factors in environmental management and must be involved in strategic decisions. Green Human Resource Management focuses on the company's environmental management practices, in which human resource management acts as a platform for linking human resource management actions to the company's environmental management activities. The world is really entering and experiencing a green economy. Green economy is one of the new topics of scientific societies in recent decades, which aims at human welfare, social justice and creating confidence in environmental protection along with economic growth. The success of a company's environmental management depends on the environmentally friendly behavior of its employees. Because their behavior improves the company's environmental performance. Given that the research article is a promotional article with a review of resources and previous research, finally provides practical solutions for the development and evolution of human resources in the framework of green management that can be defined by variables in future research.

Keywords

Green Management, Human Resources, Environment.

1. Master student of Accounting, Faculty of Administrative Sciences and Economics, Vali Asr University, Rafsanjan, Iran (* Corresponding Author: mrhosseingholami@gmail.com).

2. Master of Accounting Student, Faculty of Administrative Sciences and Economics, Vali Asr University, Rafsanjan, Iran (imandashtbani123@gmail.com).

پژوهشگاه علوم انسانی و مطالعات فرهنگی
پرتال جامع علوم انسانی

Introduction

The increasing environmental pollution and its destructive consequences and the increasing demand of communities for environmentally friendly products and services gradually led to the introduction of the concept of green management. Green management emerged in 1992 following the Earth Summit and gradually gained attention in both developed and developing countries. Canada was the first country to implement green management at its highest level. In 1995, a communiqué was sent to all ministries, according to which it was obliged to act within the framework of green management goals [3]. The concept of "green" is a new concept in the management of organizations. Green decision-making refers to decisions that emphasize the protection of natural resources. An organization is considered as a green organization when it operates in order to use resources efficiently and optimally and without wastage [11]. Protecting the environment and preventing pollution and its destruction and optimal use of resources are the most important factors for sustainable development. Factors that are unfortunately neglected in our country and have created environmental crises. These environmental crises are more than anything else due to cultural weakness and misconceptions about the environment. Proper training along with well-planned planning can reduce these weaknesses and progress towards sustainable development. Environmental protection and moving towards sustainable development has been considered in all development programs of our country, but efforts and reforms and moving towards environmental protection have progressed much more slowly than its destruction and need more attention. For several years, green management and the need to transform government institutions into "green organizations" have been included in the country's management programs and the focus is on the optimal use of resources [2]. It must be acknowledged that green management and sustainable development in Iran are at the beginning of the path, and progress in this direction requires a deep social vision and proper planning by the government. It is one of the social and cultural elements of the environment that should be considered [14]. Sustainable development refers to development that meets the needs of the present generation without compromising the capabilities of the next generation. Continuing sustainable development raises a nation's material power and political capabilities and controls the destructive effects on the environment and over-consumption of energy [12]. In line with this trend and a brief look at the state of the world's environment, it shows the fact that in recent decades, as a result of human activities, the planet has suffered irreparable damage. Beyond responsible individual activities towards the environment, organizations can play a more significant role in increasing or decreasing environmental challenges [8]. Due to serious environmental problems, such as pollution and reduced resources and increasing emissions, organizations must change their traditional business model with a sustainable model. However, few organizations have the ability to deal with environmental issues using their limited resources [9]. One of the basic steps to reduce crises and solve environmental problems is to pay special attention to organizations and human resources and manage them properly. Human resource management with a focus on human capital and environmental management programs and their integration in their activities, introduces green human resource management and provides suitable facilities and conditions for all activists and investors to participate in these programs To improve the environmental performance of the organization and pay attention to sustainable development policies to create a beneficial relationship for itself [6].

In order to achieve sustainable development, libraries need a serious overhaul of the design of their space, equipment, services and processes. As a result, in the management and planning of libraries, the perspective of environment and sustainability should be considered. Libraries

as information gateways should be an example of environmental sustainability, and small steps in their emergence can have positive effects on the library perspective and community culture. On the other hand, because the academic community can be very influential in the discussion of green management and sustainable development, administrators, librarians and all staff of academic and public libraries can implement the right methods of green management development to raise awareness and improve attitudes. Community take action. This study, by reviewing the sources as well as previous researches, finally offers practical solutions for the sustainable development of green management in the country's libraries [2]. The results of this article expand the theoretical foundations of texts related to green management and can also suggest new ideas for new research.

The concept of green human resource management:

Some researchers state that the concept of green human resource management is not yet completely clear and needs to be developed [6]. Green human resource management refers to all the actions that are performed in the evolution, follow-up and continuity of a system so that the human resources of an organization are aware of their professional and personal lives [5]. Green Human Resources Management is responsible for creating awareness, information and interaction among the employees of the organization about the environment and environmental factors, and with green policies and policies, creates social responsibility among them and guides them in a way that They fulfill their duties and obligations towards the environment [6]. It can also be said that green human resource management refers to all activities in the field of development, implementation and continuous protection of a system that tries to inform the employees of an organization about the environment and environmental factors [1]. Green human resource management is defined as the emergence of functional dimensions of human management, such as job analysis, recruitment, selection, training, performance appraisal, and reward. In other words, all tasks and functions and roles of human resource management must be aligned with green goals and programs [5]. Of course, human resource management by focusing on the emergence of human resources helps the strategic goals of the organization towards the emergence of the organization [10]. Looking at recent studies in the field of green human resource management, it can be seen that each part of an environmental management system (from environmental policies to the analysis of their results) needs special support for human resource actions for employees [1]. In this research, first, green management is analyzed and then the relationship between human resources and other elements related to green management is researched and the purpose of this research is to achieve the development and transformation of human resources in the framework of green management.

Green supply chain management:

The globalization of the economy and the development of information technology have shifted the supply-oriented market to the demand-driven market, and organizations have realized the importance of satisfying customer needs in order to survive. Accordingly, supply chain management became important because the satisfaction of customers' needs and interests is not only achieved by the last entity attached to the customer, ie the final product, but also by other upstream suppliers. In the traditional view, supply chain management included guiding all members of the supply chain in an integrated and coordinated manner with the aim of improving performance to enhance productivity and greater profits, and supply chain managers sought faster delivery of goods and services, reduced costs and increased quality. But the improvement of the environmental performance of the supply chain and the importance of social costs and environmental degradation were not taken into account. The concept of green supply chain and its management emerged with the pressure of

government regulations to adopt environmental standards on the one hand and the growing demand of customers for the supply of green products (without adversely affecting the environment). Today, green supply chain managers in leading companies try to profit from green logistics and improve their environmental performance throughout the supply chain as a strategic weapon to gain a sustainable competitive advantage by creating utility and environmental satisfaction throughout the supply chain. They base their goals on three important topics: product green design, process green production, and product recycling.

The role of human resources in the field of green management:

According to human capital theory, human resources are considered the most important and valuable resources of the organization. Therefore, it is necessary to pay more attention to this capital in the organization [4]. Productive human resources, as the most important organizational capital can cause changes in other organizational factors and provide basic results. If until decades ago the measure of a country's superiority was the size of its manpower, modern weapons, strong army, vast territory or vast underground resources and veto power in international forums, then a country's power depends on the quality of manpower and its level of productivity. it depends. Human resource productivity does not improve randomly, but the required organizational and structural prerequisites must be provided and constantly considered by the organization [10]. In any organization, human resource management activities and actions have a significant impact on the work and personal life of employees [8]. Human resources is the creation and development of programs through which, while improving the capabilities of human resources, individual and organizational goals are also achieved. Human resource management is a distinct approach to personnel management that aims to achieve competitive advantage through the strategic development of a committed and highly efficient workforce [13]. Human resource management supports the vision and strategic goals of the organization. Traditionally, the role of human resource management is to establish a relationship between the strategic vision of the company's executives and employees and help them to understand this perspective [4]. Human resource management has also developed its vision from a strategic approach to a sustainable approach. In the sustainable human resource management approach, human resources are the center of organizational sustainability [10].

Today, managers in the public and private sectors consider knowledge of laws and green issues to be important and necessary for the survival of their organizations [16]. Therefore, human resources are one of the most important factors in environmental management and should be involved in strategic decisions [4]. Also, the development of green human resource management strategies with regard to environmental concerns should be on the agenda of human resource management [5]. Green human resource strategies are formulated within the organization. This strategy can differentiate the organization's products [7]. Green Human Resource Management focuses on the company's environmental management practices in which human resource management acts as a platform for linking human resource management actions to the company's environmental management activities [5]. Indeed, the world is entering and experiencing a green economy [13]. Green economy is one of the new topics of scientific societies in recent decades, which aims at human welfare, social justice and creating confidence in environmental protection along with economic growth. The success of a company's environmental management depends on the environmentally friendly behavior of its employees. Because their behavior improves the environmental performance of the company [5]. In the new global economy, start-ups are considered as key players in economic development, because of the importance of their role in creating employment and economic growth at the regional, national and industrial levels. An important feature of

startups is that they start a new way of doing business that has not been experienced before. Now, considering the newness of these businesses and the global issue of environment, the observance of principles and standards compatible with nature should be institutionalized in them; To have a green future ahead. In today's organizations, economic growth is possible by improving the business environment and boosting the production environment, given the role of green human resources. In business, like other green human resource management applications, it reduces costs and increases efficiency. Also, in entrepreneurship and job creation, it has changed the social and business environment and caused the shape and structure of organizations to be completely changed.

Research background:

Among the domestic and foreign researches that have been done in the field of development and transformation of human resources in the framework of green management include:

Rajabpour and Afkhami Ardakani (2015) in their article entitled The relationship between green human resource management and green supply chain with the aim of investigating the role of green human resource management in the green supply chain and the results of this study There is a strong significant relationship between green human resource management and the green supply chain. The research findings also showed that there is a positive and significant relationship between the dimensions of green human resource management (green recruitment and employment, green education and development, green service compensation and green performance evaluation) and the green supply chain variable.

Sabet and Azizi (2020), in their article, entitled Assessing the impact of human resource strategies on the creation and development of green human resource management. This study was written to evaluate the impact of human resource strategies on the creation and development of green human resource management and by measuring and analyzing the test results of hypotheses showed that among the dimensions of human resource strategies, reward strategy has the greatest impact on management. It has green human resources and performance management strategy has the least impact on green human resource management. Considering the confirmation of all hypotheses in this study, the conceptual model of the present study is a suitable model for creating and developing green human resource management.

Rezaei et al. (2016), in the field of green management issues, human resource management measures are proposed under the title of green human resource management and are used today. Greening the dimensions of human resource management performance is defined as green human resource management.

Tahmasebi and Goran (2017) evaluated green management in the central libraries of universities in Mazandaran province. Findings of this study showed that the variables related to the status of buildings and equipment of university libraries in this province in relation to the sustainability of environmental protection as well as the status of management and planning and commitment and staff culture and awareness are unfavorable. The authors concluded that improving the green attitude of managers and librarians of university libraries in Mazandaran province is a necessity that requires management decisions and planning for the growth and awareness of environmental attitudes for the sustainability of libraries and green development.

Research Background Nadafi et al. (2008) in a study examined the green management system in the National Library of Iran. In this research, various sources of water, energy, paper and solid waste management in the National Library of Iran were studied in order to provide management solutions by determining the amount of consumption. The results of this study showed that among the pollutants from transportation, the most is related to the production of

carbon dioxide and refrigerators in the library had the highest energy consumption among all equipment. Also, the largest share in the water consumption of the complex was related to irrigation of green space. In the field of solid waste and production wastes resulting from the consumption of various materials, the highest volume of production is related to aluminum materials and paper.

Singh et al. (2020), in their paper entitled Green Innovation and Environmental Performance: The Green Role of Transformational Leadership and Green Human Resource Management, achieved results that show that green human resource management correlates the links between green transformation leadership, green innovation, and performance. Understands the environment. In general, the study findings support all hypotheses of direct and indirect effects and have several theoretical and practical implications. In general, this study helps and advances previous studies. Studies in which leadership plays an important role in influencing human resource management practices and in turn innovation in the organization is green prediction.

Karioja (2013) in his research compared sustainability indicators from the perspective of librarians in public libraries in Finland. In this study, environmental management and its economic aspect, reducing environmental threats, increasing public awareness, and increasing library interactions in the field of environment were introduced as indicators of library sustainability and librarians were referred to as green scholars.

Albaniz and Januz (2011) conducted a study on sustainable buildings and evaluated sustainable libraries as successful in providing sustainable services by reviewing green library building projects, library facilities, interviews with their architects, and service strategies.

Conclusion:

In the age of globalization, which is moving towards the expansion of human communication in the global arena, many experts believe that having capable, creative and value-added human resources will be the main weapon of managers in competition. In fact, the future will be the organization that can create such capacities in its human resources (Rezaei et al., 1399). The negative impact of organizations on the environment is a growing concern. Environmental management with emphasis on environmental protection is one of the most important issues today. Also, paying attention to the environment and eliminating the factors that cause environmental pollution has been considered by the communities. Currently, companies are facing increasing competition, which requires them to find new fundamental ways to optimize the organization. Be able to help organizations align their business strategies with the environment. Organizations 'focus on business growth and managers' human resources has increased. The green movement and green human resources are still in their infancy, and the importance of green issues has led to greater use of green human resources. Green human resource management can implement and play a role in protecting the environment throughout the organization with a strategic approach. All human resource management activities such as recruitment, training, performance appraisal, reward and overtime, empowerment, etc. must comply with environmental standards. In fact, green human resource management requires management to create organizational processes and practices that lead people to participate in green job behaviors to reduce environmental pollution at work. To further develop the concept of green human resources and how to use it, it is necessary to take green human resource management measures. Measures such as green performance management; Which is one of the first steps towards green development and encouraging managers to maintain environmental issues. Green employment; Human resources are hired through virtual screening instead of direct interviews. Encourage

employees to use electronic technology such as teleconferencing. Green education and development; In order to successfully implement environmental programs, this can be achieved by using green education and creating a green organizational culture. Green employee motivation; Provides motivation to employees through both cash and non-cash methods. Green participation and employment relations; He states that by increasing the participation of employees in green initiatives and presenting green ideas, it will motivate employees. In addition, in case of achieving green goals, it is necessary to take this into account in the reward and encouragement system. This not only increases the credibility of the organization but also reduces costs. Human resource managers should encourage employees to protect environmental issues. By using employee empowerment, their participation in presenting and implementing green ideas, the impact of green human resources on the performance of the observer organization can be observed [10].

References

1. Sabet, Abbas. Azizi, Meysam, (2020), Evaluating the impact of human resource strategies on the creation and development of green human resource management. *Quarterly Journal of New Research Approaches in Management and Accounting*, Fourth Year, Issue 1, Summer 2016, Volume One.
2. Hojjati, Zeinab, (2020), A Review of Green Management Development Strategies in Libraries, Ninth National Conference on Management Research and Humanities in Iran.
3. Khadivi, S., (2005), Master Thesis in Green Management in Sports Complexes of Enghelab Stadium.
4. Rajabpour, Ibrahim. Afkhami Ardakani, Mehdi, (2020), The relationship between green human resource management and supply chain, *Journal of Human Resource Management in the Oil Industry*, No. 44, Year 11.
5. Rajabpour, Ebrahim, (2020), Green Human Resource Management and Environmental Behavior of Employees, with Emphasis on the Role of Social Capital, *Social Capital Management*, Volume 7, Number 3, 345-371.
6. Rezaei, Babak. Zargar, Seyed Mohammad Hemtian, Hadi, (2016), The Impact of Green Human Resource Management Dimensions on Sustainable Organizational Development, *Marine Science Educational Quarterly*, No. 2.
7. Rahimnia, Fariborz. Islami, Qasim Ghaderi, Farshad, (2019), The effect of green human resources strategy on export performance, due to the competitive advantage of international business management, *Faculty of Economics and Management, University of Tabriz*, Second Year, No. 4, 73-96.
8. Mohammadnejad Shurkai. Mojtaba, Seyed Javadin. Shah Hosseini, Seyed Reza. Mohammad Ali, Haj Karimi. Abbas Ali, (2016), Providing a Framework for Green Human Resource Management, *Journal of Human Resource Management*, Volume 8, Number 4; 691- 710.
9. Mohammadi, Hamid Reza. Purkiani, Massoud. Salageghe, Sanjar. Siyadi, Saeed Mollai, Hamidreza, (2020), Designing a Green Human Resource Management Model with Sustainable Organizational Development Approach, *Bi-Quarterly Journal of New Approach in Educational Management*, Year 11, No. 3, consecutive 43.
10. Mohammadi, Memory. Nemati, Maryam. Samadi Kalkhoran, Niloufar. Mousavi, Zahra Sadat, (2020), Green Human Resource Management and Start-up Businesses, 3rd International Conference on Interdisciplinary Studies in Management and Engineering, University of Tehran. 14-1.
11. Mazarezadeh, Reza, Parnian, Yaser, Habibinejad, Masoumeh, (2015), The effect of green management awareness on green management strategy and performance of the organization

Case study: Ports and Maritime Organization of Khuzestan Province - Imam Khomeini Port Complex Second International Conference Management and development culture.

12. Motalebzadeh, Daniel, Bagherzadeh, Nasim, Javan Forouzandeh, Ali, (2014), Application of green architecture in the direction of energy optimization, the second national conference on architecture, restoration, urban planning and sustainable environment.

13. Mortazavi Emami Zavareh, Seyed Ali and Sadeghi, Mohammad Massoud and Alik, Fahimeh, (2019), The role of green human resource management in business, the Second International Conference on Management, Industrial Engineering, Economics and Accounting.

14. Mahdavi, Seyed Mohammad Sadegh, Vaziri, Roya, (2010), A Study of Socio-Cultural Factors Affecting the Environmental Attitude of Science and Research Students in 2009, Social Research, 19-45.

15. Nandafi, Kazem, Nouri, Jafar, Nabizadeh, Ramin, Shahbad, Nazak, (2008), Green Management System in the National Library of Iran, Environmental Science and Technology, Volume 10, Number Four.

16. Hasheminejad, Seyed Mohammad. Mohammadian Amiri, Ehsan, (2020), Integration and improvement of green supply chain management performance using green human resource management, Scientific Quarterly of Industrial Management Studies, 18th year, No. 58, 279-306.

17. Genovese, Peter & Albanese, Patricia (2011) sustainable libraries, sustainable services: A Global view, IFLA PUERTORICO, 13-18 August, San Juan.

18. Karioja, Elina (2013) Sustainability in libraries, Bachelor's thesis, Degree Programmed Library and Information Services, Oulu University of Applied Sciences.

19. S. Kumar Singh, R. Chierici, D. Graziano, M. D. Giudice. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management, Technological Forecasting & Social Change 150 (2020).