

## Chapter 66

# Green Human Resource Management Practices and Organisational Sustainability

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### **ABSTRACT**

*Researchers and practitioners have argued that human resource management practices have a positive impact on environmental outcomes. This is because green human resource management practices enhance a firm's environmental performance. Although studies do not explain how green initiatives can enable organisational sustainability, this chapter examines the influence of green human resource management practices on organisational sustainability in the context of Nigeria. The chapter adopted a discourse content analysis as a method of data collection. The chapter holds that organisational sustainability relies on green training intervention as the means of understanding and redressing the human environment with a view to achieving and sustaining a better quality of life. Conclusively, green human resource management practices target protecting the ecosystem, among others. The chapter recommended that sustainability could be achieved through employee green behaviour and eco-innovation at the industrial level.*

### **INTRODUCTION**

From historical hindsight, many Africa companies with local content without global flavor collapse like packs of card immediately after demise of the emperor, while some businesses go into extinction within the first two or three years of their start-up in this part of the world. Azeez (2016) put it that no matter how well organized a business is, goals, visions and missions cannot be achieved in isolation without harmonious alignment of key stakeholders such as organisation leaders, employers, customers, regulators and competitors. Therefore, for any business or organisation to stand the taste of time and continuous existence, the aforementioned factors should be taken into consideration in order to achieve sustainability purpose.

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Organisational sustainability mean having the leadership, talent, global insights and change strategies necessary to rise to unique challenges facing contemporary organisations. Organisational sustainability is an issue of concern to many present day organisations both profit and not-for-profit. According to Gehman and Lefsrud (2018), one way by which organisations contribute to sustainability either for better or worse is through their practices. Thus, previous studies have considered wide varieties of organisational practices to enhance sustainability (Essien & Akpan, 2010; Azeed, 2016; Gehman & Lefsrud, 2018). For instance, labour practices, sustainability reports, role of sustainability certifications as well as discursive understandings on responses to climate change among others.

Similarly, other researches emphasized on organisational sustainability from the paradigms of cultural factors, institutional pressures, regulatory changes, social movements and media pressure (Fields & Atiku, 2017). Picking up on these themes, it is crystal cleared that labour practices and employee green behaviour played a pivotal role in the sustainability of the organisation. This can be attributed to the significant activities of human being in production system. No wonder Roscoe, Subramanian, Jabbur and Chong (2019) argued that human resource management practices have a positive influence on environmental outcomes. Therefore, green human resource management (GHRM) practices enhance a firm's environmental performance (Roscoe et al., 2019).

Although existing studies does not explain how GHRM initiatives can enable organisational sustainability rather the studies concentrated on GHRM and performance (Gehman & Lefsrud, 2018; Roscoe et al., 2019). It is on this note that this chapter examines the effects of GHRM practices on organisational sustainability in the context of Nigeria.

## **BACKGROUND**

Prior to Sustainable Development Goals (SDGs), the attainment of the Millennium Development Goals (MDGs) has been the concern of global countries and some scholars (Essien & Akphan, 2010; Dauda, 2016; Fajana, 2019) have questioned its achievement in the context of Nigeria. This is because in the attainment of MDGs the critical role of education, training and development of human element is very imperative.

Human Capital Management (HCM) is the most globally accepted label of activities relating to people management. Hence, human capital management describes “an academic discipline and an area of industrial practices with contents in concepts, theories, models, policies, strategies, plans, programmes, rules and regulations, and other activities that are connected with the acquisition, maintenance and effective utilization of people towards the achievement of organisational goals for overall organisational effectiveness and sustainability” (Fajana, 2019, p. 4).

Therefore, organisational sustainability relies solemnly on education and training as the means to understanding, controlling, altering and redressing human environment with a view to achieving and sustaining a better quality of life (Essien & Akpan, 2010). This is because HCM increases the number of knowledgeable workforce by enhancing their skills and enabling them to confront new challenges since SDGs is a planning tool that guarantees good life both now and in the future.

In the year 2015, the United Nations crafted 17 SDGs as the veritable tool to equate development around the world. The sustainable development emerged as a planning tool across to maintain the already established MDGs and global poverty elimination programmes (Dauda, 2016). However, the achievement

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