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Green Human Resource Development – Supporting Sustainable Economic Activity in Organizations

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Abstract: A semi-systematic literature review was conducted to examine how human resource development (HRD) scholars investigate HRD work in relation to environmental sustainability. Literature regarding HRD with the main emphasis on environmental sustainability was analyzed. The Rummler-Brache (1995) model of organizational performance, founded on systems theory, was used to frame the analysis of the HRD literature in order to determine which of the nine performance variables identified in the model were discussed in the extant HRD literature as it pertains to sustainability. The results revealed that although all nine performance variables of the Rummler-Brache model were the subject of research by scholars, the performance variable "job design" only appeared six times in the 83 articles which were reviewed. The top three performance variables appearing in the reviewed literature were: organization goals, process goals, and organization management. The results of this literature review were discussed in relation to the HRD and environmental sustainability literature. Suggestions for future research were also identified in this study. Consequently, future research may show how organizations worldwide can engage with a sustainable ethos for growth and sustenance.

Keywords: Green Human Resource Development, Environmental Sustainability, Rummler Brache Model, organizational performance, Sustenance.

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INTRODUCTION

Recent years have seen increasing attention being paid to environmental and sustainability concerns as the rate of consumerism and depletion of non-renewable resources by organizations has reached a new height. In fact, 2019 saw a global wave of concern expressed by people, particularly young people, about changing the way we live and consume resources on this planet. In addition, there have been several calls from various pro-environmental groups and civil society about higher levels of pollution and destruction of the flora and fauna that have led to the extinction of both plant and animal species. The proponents of environmental sustainability have called for such initiatives as switching to greener energy and avoiding fossil fuels, adhering to ecological footprint, acknowledging and respecting the carrying capacity of the Earth and the ecosystems, and enforcing and ensuring pro-environmental behaviors in organizations. However, in many cases, the calls for changes were little more than demands that organizations should change. But precisely what changes organizations can enact to ensure a sustainable way of operations has been contentious over the years as many organizational practices have been centered on increasing productivity and profit. Such confusion and dilemmas raise the question of what role, if any, do HRD professionals have in supporting more sustainable operations of organizations?

The recent increase in sustainability activities in organizations calls into question the role HRD can play in ensuring a holistic understanding of practices of environmental ethos in organizations. With the current heightened competition among organizations for their survival and sustenance, many organizations are now turning to so-called "green" HRD (GHRD) innovations and practices in a quest for survival. Sachs' (2012) study on millennium development goals for sustainable development points out the urgent need to mobilize global forces and all stakeholders worldwide to engage in sustainable practices. The author further pointed out that for environmentally responsible practices to achieve success, global society has to address widespread injustices and inequality by dealing with dehumanizing social issues such as poverty, disease, hunger, unfair trade deals, and gender and class inequality in society.

Beyond high-level calls to become more sustainable, what specifically can organizations do to transform themselves? How can HRD practitioners support organizations through GHRD efforts so that organizational performance can be transformed to become more sustainable? What help is available from the academic literature that can assist organizations in transforming themselves? To answer these questions, this study examined what studies scholars have undertaken pertaining to HRD environmental sustainability functions in organizations and society. According to Swanson & Holton (2009), HRD can be

divided into the learning and the performance paradigm. This study adopted a performance of HRD, examining the performance of the organizational system as a whole system.

Spector (2013) states that companies can gain advantages from going green, such as increased innovation, lowered costs, reduced organizational risks, improved recruitment, employee motivation, and market differentiation. In addition, Spector (2013) says that going green is about more than simply complying with regulations. Instead, going green will involve transforming how corporations are designed and how they operate. This involves change management. Consequently, since change is one of the three pillars of strategic HRD (Gilley & Maycunich Gilley, 2003), there is a clear role for HRD professionals to help transform companies to become environmentally sustainable. However, what does it mean for HRD professionals to be engaging in sustainable development?

As discussed in Fien *et al.* (2009), there are a number of perspectives regarding how sustainable development should be defined. In an attempt to bridge the different perspectives, Fien *et al.* (2009) provide two principles that can be used to think about sustainable development. First is the promotion of understanding of the environmental problems, their origin in the growth models that assume unending resources (which have finite limitations), and the need for businesses to transition to sustainable growth models. Second is the idea that society must transition to a holistic view. The various business and social actors in society are seen as interdependent participants in a global system. These two principles can guide HRD professionals in developing, implementing, and evaluating HRD programs. The authors suggest that thinking and living in an environmentally sustainable way requires a change in how we think of our place and interact with the world. They argue that we must adopt a systems view and avoid seeing ourselves as apart from nature – a view which in the past has resulted in people thinking of the environment as something which can be manipulated and used to produce desired results. Instead, they argue that humans are inextricably connected with the environment, are constantly affected by the environment, and cause an impact on the environment (Fien *et al.*, 2009). Therefore, the authors argue that two key undertakings by HRD professionals are to ensure an increasing number of people (employees, employers, and other stakeholders) understand how connected humans are to their environment and ensure a transition is enabled regarding how businesses operate. HRD professionals have a role to play in promoting such increased understanding among employees and society at large to support a transition (Fien *et al.*, 2009). The ethos of sustainable HRD practice in organizations is essential as

increasing environmental problems put many organizations at risk.

Research Questions

In this study, we posed the following research questions:

- What type of HRD work do HRD scholars research in the literature pertaining to sustainability in organizations?
- What are the gaps identified in the literature regarding how HRD professionals could support sustainability initiatives in organizations?

LITERATURE REVIEW

In this section, we provide an overview of the literature in the field of HRD and HRM, and in the area of environmentalism and sustainable development in organizations, we discuss what is known as "green human resource development" (GHRD). Then we briefly discuss the issue of sustainability. Finally, we discuss the theoretical framework used to analyze the literature discussed below.

HRM, HRD and Green HRD

Human Resource Management (HRM) entails how the practitioners in the organization can utilize the experiences and principles to assist in the management of the employees effectively to ensure optimum results. HRM is often concerned with creating an enabling environment for higher productivity and profit maximization. The HRM process incorporates a wide range of activities that include recruitment, selection, hiring, orientation, induction, training, skill development, feedback, performance appraisal, incentives, rewards and compensation, maintenance of workplace safety, staff motivation, health, and welfare plans, change management (Boxall *et al.*, 2007). According to Chuang *et al.* (2016), organizations use HRM as a medium where they can stimulate effective knowledge behaviors and develop the depth and content of their knowledge stock to enhance employees' productivity capabilities.

HRM also aims to maintain good relations across the entire organization and the different levels of management.

Human Resource Development is mainly concerned with the continuous development functions implemented to improve the performance of those working in an organization. HRD functions are connected to skill development, knowledge enhancement, and increasing the competency of employees to maximize production. HRD professionals often carry out most organizational learning and learning activities to ensure that employees' skills and knowledge remain relevant for organizational development. Swanson & Holton (2009) define HRD as "the process of developing and unleashing the expertise

to improve individual, team, work process, and organizational system performance" (p. 4). Swanson and Holton elaborated further by saying that this definition is not concerned with who does the actual work of HRD or at what level within an organization the work is done. Other definitions of HRD are reviewed in Swanson & Holton (2009); & Garavan & Carbery (2012). These definitions generally view HRD as something done within organizations to improve organizational performance. There is little concern with societal and global issues expressed in most HRD definitions (Garavan & Carbery, 2012). Accordingly, HRD interventions include training and staff development activities and organization development activities. The training and development component focuses on improving the performance of individual employees as well as creating an enabling environment in the areas of machinery or gadgets for maximizing production.

On the other hand, organizational development creates conditions that help the employees unleash their creativity to boost performance. Ardichvili (2012) however pointed out that even though HRD aims to streamline and boost an organization's efficacy and growth, this has resulted in its fixation with performance outcomes at the expense of holistic, sustainable development of the employees and society. Ardichvili further pointed out that the goals of HRD are mainly embedded in training and development methods to increase productivity. Such a move has relegated sustainable practices by the employees and management from the mainstream of organizational development goals.

However, in recent times, both HRD and HRM practices in organizations are cautiously considering sustainability and sustainable development ideas through their practices. The quest to engage the employees and other stakeholders with much of the decision-making processes to take active steps in handling the affairs of green practices. The need for these sectors to be able to use available resources and their practices to promote efficient and sustainable use of resources has received much attention from several scholars (Apergis & Garcia, 2019; Kirchoff *et al.*, 2016; Opatha & Arulrajah, 2014; & Rawashdeh, 2018). Several studies point to the significance of sustainable environmental policies and practices that can act as a cornerstone for developing the economies of organizations and society. In addition, Roscoe *et al.* (2019) stressed that sustainable HRM and HRD practices provide the employees with practical initiatives to enhance the organizations' development with reference to green developmental goals. The human resources department in an organization can help employees and managers develop their green abilities through motivation and the provision of green opportunities.

McGuire (2010) issued a call for HRD to become involved in organizations to help them address the concerns relating to environmental sustainability. HRD activities and programs which have an environmental sustainability-related focus are known as "green HRD" (GHRD), and GHRD is part of a conceptual theme identified as corporate social responsibility (CSR); green HRD (GHRD) has increasingly become a concern for many organizations (Valentin, 2017). As with HRD, varied definitions of CSR exist. One definition is the following:

"The obligation of the firm to use its resources in ways to benefit society, through committed participation as a member of society, taking into account society at large, and improving the welfare of society at large independently of direct gains of the company." (Stahl & Grigsby, 2001 p. 287, cited in Bierema & D'Abundo, 2003).

Sustainability Literature

Sustainability has received much attention across the globe in recent times. Several agencies, organizations, and disciplines such as engineering, education, agriculture, and so on have raised their voices about the activities of organizations contributing to the over-consumption and exploitation of Earth's resources. In their quest for economic might and increased GDP, several organizations and nations have contributed to the overexploitation of the resources to serve their parochial interest. At the height of natural disasters, the extinction of many species of fauna and flora worldwide calls into question the path of our consumption of resources. According to Kuhlman & Farrington (2010), sustainability is concerned with how we manage our social, economic, and environmental activities as people. The proponents of sustainable practices worldwide call for consideration of the well-being of future generations with respect to renewable and non-renewable resources. The sustainable development agenda calls for a global and institutional development that meets the needs and expectations of the present generation without putting the needs of the future generation into jeopardy. The United Nations (2010) report on climate change noted that the consequences of unchecked human practices pose a serious threat to the survival of the future generation.

Goldman & Yavetz (2017) acknowledged that human impact on Earth's natural systems today calls for the urgency of creating and embracing sustainable ways of living. Opatha & Arulrajah (2014) added that the environmentally destructive nature of organizations as they strive for their survival and more capital accumulation has resulted in outcomes of current environmental mismanagement and abuse globally. In addition, Rugman & Verbeke (1998) pointed out some of the universal and sectoral challenges that sustainability advocates go through to educate individuals to live by pro-environmental practices. The

authors hoped to contribute to solving complex and significant challenges of the twenty-first century, including climate change, resource depletion, and reduction of biodiversity and ecosystem integrity. Organizations are responsible for environmental degradation. The authors further lamented the greed of some individuals and organizations as their aim of getting more capital accumulation results in environmental activities that do not consider what should be left behind for future generations. Harris & Tregidga (2012) indicated that to achieve successful GHRD practices in organizations, all stakeholders, from management to those at the bottom of the hierarchy, have to exhibit positive pro-environmental behavior change. For instance, successful GHRD in organizations requires critical and constructive behavior from all parties involved. Saeed *et al.* (2018) further expressed that the success of green organizational initiatives hinges on the employees and management's pro-environmental actions. However, the integration of green practices into conventional HRD practice has been a challenge since many organizations' setup still favors the traditional HRD practitioners' role of guiding the employees to "unleash" their potential for higher productivity. They further emphasize that in talking about sustainable organizational behaviors, the stakeholders should focus on the natural environment and the financial performance and how the systems in the organization work towards sustainable development.

Saeed *et al.* (2018) proposed that for HRD to achieve its green agenda in organizations, the practitioners have to integrate their functions such as training and development, organizational development, performance management appraisal, reward and compensation, and empowerment with elements of green initiatives. Environmental knowledge and other practices can always be measured to ensure that employees and management are able to put what they have learned or know into practice. Baric (2017) reviewed the literature between 2005 – 2016 regarding CSR programs, stakeholder theory, and information-communication technologies, and noted that an increasing number of organizations have been undertaking CSR programs. He concluded that CSR programs had evolved from being viewed as a potentially burdensome undertaking that corporations only reluctantly undertook to being viewed as an undertaking critical to an organization's success. He concluded that as companies increasingly are globalized, the number of stakeholders increases, and CSR programs provide a way of addressing the varied interests of these stakeholders. The companies use CSR programs to differentiate themselves from competitors for their stakeholders, thereby gaining competitive advantages for themselves.

Theoretical Framework Used

In the field of human resource development, systems theory has had wide acceptance as being a

critical perspective for viewing and analyzing organizations (Senge, 1990; Swanson & Holton, 2009; & Yawson, 2013). The theoretical basis for this study was General Systems Theory (von Bertalanffy, 1968 as cited in Swanson & Holton, 2009 p. 128-129). Systems theory is seen as one of the foundational theories of HRD (Swanson & Holton). One of the organizational performance perspectives founded on systems theory is the Rummler-Brache model of organizational performance (Rummler & Brache, 1995, 2012; Swanson & Holton, 2009). This model views organizations holistically as systems and examines three levels of an organization's performance: the organization level, the process level, and the individual/job performer level. Within each level, three "performance needs" (Rummler & Brache, 1995, p. 18) are examined: the goals, the design, and the management. Thus a 3x3 matrix is created with which this model provides nine areas of organizational performance that can be examined. The following paragraphs describe the nine performance variables of this matrix. The Rummler-Brache multilevel model was used in this literature review to assess the scholarly articles concerning HRD vis-a-vis sustainability.

The first performance variable is defined as organizational goals. An organization must have goals that define how its resources are used and for what purpose. Typically, an organization will formulate a mission, vision, and value statement, creating a strategic plan. These are the high-level drivers that orient an organization's efforts. The strategy must make sense in relation to the organization's context. Included in this level is the question of whether or not the strategy has been communicated and whether expected performance has been articulated clearly.

The second performance variable is the organization design. This variable is concerned with whether or not the organization has the functional structures required to achieve the stated strategic goals. For example, larger national or multinational organizations must decide how to structure their divisions, perhaps choosing a centralized or decentralized structure.

The third performance variable is concerned with organizational management. While organizational goals may be set, organizational management ensures that those goals are achieved. Functional goals are set within departments that align with the strategic goals, and performance is measured. Appropriate resource allocation is assessed.

The fourth performance variable is at the process level and assesses whether process goals have been set for processes. All organizations carry out several processes that ensure it achieves their strategic objectives. Processes must have goals set that are congruent with the organization's objectives and the

clients' requirements. Rummler & Brache (1995) commented that generally, the processes in organizations are the least understood and least managed domain of performance (p. 45). Processes are categorized as primary (directly resulting in a product or service), support processes (not directly visible to the client), and management processes.

The fifth performance variable is called process design. Processes within organizations need to be designed to ensure they are efficient and effective. Furthermore, various processes in organizations may interact, so the interaction of these processes must be assessed and designed to maximize efficiency and effectiveness. For example, one of the authors was involved in an organization that spent millions annually on maintenance of technical equipment, only to have that same equipment "evergreened" to be replaced a few months later. When these processes were redesigned, savings in the millions of dollars annually were realized for the organization.

The sixth performance variable is concerned with the management of processes. After goals are set for processes and the processes have been designed, the functioning of the processes must be assessed and managed. Intervention by people at some point is essential because, as Rummler & Brache (1995) stated, "unfortunately, even the most logical, goal-directed processes don't manage themselves" (p. 53). Management of processes consists of process goal management, performance management, resource management, and process interface management. Process interfaces exist where one department hands off their respective work product to another department in a process.

The seventh performance variable is concerned with the job/performer goals. This variable checks to determine whether the people in a role have goals specified. People need to know what they are expected to do in a role. The goals of each employee must be linked to process requirements, which in turn must be congruent with the client and organizational expectations.

The eighth performance variable is called job design. In an organization, each job or role must be designed so that people in those roles are able to perform effectively. Such design entails having policies in place which provide direction about how the job is to be carried out. It also includes having the work environment structured in a way that is not a barrier to work being done. For example, ergonomic design and resource availability are essential considerations for a well-designed job. Equally important is to have job goals specified and responsibilities specified and assigned accordingly for each role.

The ninth performance variable is concerned with job/performer management. This variable is concerned with ascertaining whether the performer knows what is expected of them, is provided with clear communication about priorities, is receiving feedback about their performance, has the appropriate knowledge and skills to do their job, and has the capacity to do their work (physical, emotional, mental).

Together these nine performance variables provide insight into an organization's performance in a holistic manner. This multilevel approach views organizations as adaptive systems (Rummler & Brache, 1995) which convert various resources into desired products and/or services. Using this model to examine organizations provides a systems view which results in a horizontal appreciation of the organizational activities that is different from the usual vertical, hierarchical view of organizations. The use of this model provides a powerful way to analyze performance issues in organizations and design performance solutions. Within the context of this literature review focused on HRD and sustainability, the Rummler-Brache model provides a way to assess the focus of the reviewed scholarly literature on green HRD work through a performance-based lens.

METHODOLOGY

In literature reviews, researchers often use systematic, integrative, and semi-systematic methods (Snyder, 2019). The use of a semi-systematic or narrative review approach in this study helped us find topics conceptualized differently and studied by various groups of researchers within diverse disciplines that hinder a full systematic review process (Wong *et al.*, 2013). We used a semi-systematic review method because we believed it is an ideal way of mapping theoretical approaches or themes and identifying knowledge gaps within the literature.

The search terms were used to locate scholarly articles pertaining to the subject of this literature review. A list of search terms was generated, and these search terms were used in Google Scholar to conduct online searches of articles. The search terms included the following sets of terms: "Human resource development" sustainability; HRD sustainability; Green "Human resource development"; "Human resource development" environmentalism; Organizations Sustainability; Challenges of green HRD; Renewable energy HRD; Organizational performance green; Organizational performance sustainability; Critical Green Human Resource Development; implementation of green "human resource development"; green" human resource development "measurement scale; green "human resource development" proposed model; green "human resource development" "corporate social responsibility."

These search terms each produced a vast number of results. For example, the first term, "human resource development" sustainability, produced almost 91,000 results. Constraining the search period for those articles published from 2015 to 2021 reduced the results to 17,100 search results in Google Scholar. Therefore, for all the search terms, we decided to search only for articles published from 2015 to 2021. Next, we looked at the first 100 articles identified by Google Scholar as most relevant to our search terms for each search term's search results. For these 100 articles, we reviewed the summary of the articles as noted in Google Scholar. Then, we decided whether or not to include these articles in our short list of articles to review more closely. The decision criteria included the following considerations: the article had to be published in a scholarly, peer-reviewed journal; the article had to be relevant to the study. The article was concerned with both human resources issues and environmental sustainability. As a result, we produced a short list of 214 articles we reviewed individually to produce our final list of articles to review for this study. Our final list of articles consisted of 83 peer-reviewed articles. The final list of articles included reports about original research, conceptual articles, and literature reviews relating to HRD.

The 83 articles which were reviewed for the present study appeared in the following peer reviewed journals: Journal of Cleaner Production, Entrepreneurship and Sustainability Issues, Advances in Developing Human Resources, Sustainability, Tourism Management, Environmental Science and Pollution Research, Sustainable Production and Consumption, Management of Environmental Quality: An International Journal, Human Resource Development Review, International Journal of Energy Sector Management, Business Strategy Environment, International Journal of Manpower, Cogent Business & Management, Canadian Center of Science and Education, Journal of Sustainable Tourism, Technological Forecasting & Social Change, Corporate Social Responsibility and Environmental Management, Annals of Contemporary Developments in Management & HR, European Journal of Training and Development, Tourism Management, Information Systems Journal, Journal of Resources Development and Management, Journal of Organization and Business, Journal of Sustainable Tourism, Journal of Qualitative Research in Health Sciences, Construction Management and Economics, Benchmarking: An International Journal, Sustainable Development, Journal of Manufacturing Technology Management, Jurnal Manajemen dan Bisnis, International Journal of Hospitality Management, Sains Humanika, Management Science Letters, Budapest International Research and Critics Institute-Journal (BIRCI-Journal), The International Journal of Human Resource Management, International Journal of Business and Economics, International

Journal of Physical Distribution & Logistics Management, Contemporary political theory.

We used content analysis to conduct the analysis of each article. A spreadsheet was created to gather information about each article. In particular, the spreadsheet tracked which of the nine performance variables of the Rummler-Brache performance model (Rummler & Brache, 1995) were discussed in some way in the article being reviewed. In some articles, only one variable was mentioned, and in other articles, several or even all nine variables were mentioned. None of the articles referred to the Rummler-Brache model directly. Therefore, a certain amount of judgment and interpretation was used to define which performance variable was discussed in each article. In this regard, it is relevant to mention that both authors are doctoral students in the field of human resource development. One of the authors has extensive organization development and training and development experience in both an internal and external consultant role in various organizations. The other author has years of experience in a training and development capacity in different countries and in different organizations. To reduce the possibility of inter-rater error, the two authors initially reviewed several articles together in order to ensure a common assessment procedure was being used. Each author reviewed approximately half the articles.

RESULTS

Based on the analysis, we identified the frequency with which each of the nine performance variables of the Rummler-Brache multilevel model of organizational performance appeared in the 83 articles which were reviewed (Table 1). The analysis results revealed that in the 83 articles, eight performance variables were discussed between 22 - 58 times. Still, the performance variable "job design" was only discussed six times in the literature.

Table 1. Analysis Results of 83 Articles Using the Rummler-Brache Model

	Organization	Process	Job/Performer
Goals	58	39	28
Design	20	22	6
Management	41	31	22

The results show that the performance variable "organizational goals" was discussed in the literature 58 times. Organization goals are concerned with the articulation of the mission and vision of the organization. A key document is a strategic plan which outlines the high-level direction an organization wants to take. Organization goals include the values espoused by the organization. Having goals involves setting the direction, setting expectations (financial and non-financial), and they are customer-oriented (Rummler & Brache, 1995, p. 35). Organization goals also involve consideration of the environment and context in which

an organization is operating. Therefore, competitors, suppliers, various partners, and customers are incorporated into setting goals. A large number of studies discussed stakeholders, green supply chain management, and the culture of the organization. Therefore, it is apparent that scholars attach significant importance to the organizational goal performance variable.

Job design was the performance variable that appeared least often in the reviewed literature. An interesting question arising out of this finding is how organizations expect to achieve sustainability-related results described in their strategic plans if a role is perhaps not designed in a way that enables the individual worker to achieve the organizational goals. After all, the individual employees will actually enact the strategic plan. One of the aspects of this performance variable is how individual job tasks are sequenced (Rummler & Brache, 1995). This becomes important because if task sequences are not specified, how can employees be expected to achieve the sustainability-related goals of the organization?

The performance variable "job management" was discussed in the reviewed literature 22 times out of a possible 83 times. This performance variable is concerned with ensuring that employees have the knowledge, skills, and abilities to do their job and work in an environment that enables them to do their work. This variable can be broken into six components: skills and knowledge, individual capacity, feedback, consequences, performance specifications, and task support (Rummler & Brache, 1995, p. 71). For example, if an organization wants to transform to become more "green," then from the perspective of the "job management" variable, it would be crucial to ensure standards are in place for the person in the role. Similarly, having a strategic plan and associated policies to achieve green goals, an organization should have consequences for employees who do not work accordingly.

DISCUSSION AND RECOMMENDATIONS

Our study examined what scholars were studying pertaining to HRD and environmental sustainability, and we did this from a perspective of organizational performance using the Rummler & Brache (1995) model. According to Spector (2013), going green involves transforming organizations. A number of studies brought this out we reviewed focused on transformational leadership and organizational strategy, both captured by the performance variable "organization goals." The motivation for companies to go green can vary. For example, a 2009 study (Berns *et al.*, 2009) found that in the USA, three reasons motivated companies to become more environmentally sustainable: government regulations, consumer

preferences, and employee preferences. Spector (2013) states that while government regulations are the primary motivator for companies to change in the USA, in Europe, customer preferences are the primary motivator for going green. Awareness of such international differences is of strategic value for globally operating businesses, and therefore, HRD professionals would be involved in designing and implementing HRD programs accordingly.

An organization's progress toward the planned goals must be monitored and evaluated, which is the purview of corporate governance. According to Borggraefe (2016), in a corporate organizational structure, it is the area called corporate governance that includes issues such as CSR – and green HRD (Valentin, 2017). Within the Rummler – Brache model of performance (Rummler & Brache, 1995), governance involves the organization goals and organization management performance variables, which in our study were discussed 58 times and 41 times, respectively. Governance refers to a set of rules and practices through which an organization establishes accountability, transparency, and fairness in its dealings with its stakeholders (Borggraefe, 2016). Governance includes abiding by laws and regulations; however, some scholars also define governance to include ethical business operations, according to Borggraefe (2016).

Borggraefe (2016) adds that HR staff can influence compliance with governance frameworks in several key areas that focus on organizations' compliance systems and processes. These areas are

- recruitment;
- performance management systems;
- disciplinary case management (how they are conducted and results communicated); and
- training (Borggraefe, 2016 p. 1055).

In the results of our reviewed literature, the three variables of process goals, design, and management were significantly discussed (39,22,31 times, respectively). This speaks to the importance of organizational processes in achieving organizational objectives. One particular type of process which was frequently discussed in the reviewed articles was green supply chain management (GSCM). GSCM is an approach that concerns itself with more than just the profit motivation of corporations. A GSCM approach also looks at how products or services can be provided in a sustainable way. For example, Canciglieri Junior *et al.* (2018) discuss literature about product development which is linked to green supply chain management. In this approach, decisions about product development are made in conjunction with selecting suppliers so that environmental sustainability is emphasized throughout various processes involved in developing products in a green way. As globalization has increased, the supply chains have become global. Managing the supply chains for efficiency and consistency provides improvements

in profits. HRD professionals are key resources to assist in strategic planning, creating corporate cultures, creating performance management systems, developing accountability systems, recruiting, and other pro-green organizational development and performance programs. An example of a sustainable supply chain management process is provided by Spector (2013), who discusses the process McDonald created. To adopt green practices, McDonald' created the Supply Chain Working Group in 2006 to transform itself and its supply chain partners. The joint objective was to be more environmentally sustainable in their operations and the products they each provided in the supply chain. This transformation was achieved without sacrificing corporate profits (Spector, 2013), indicating that profitability and sustainable practices can go hand in hand without sacrificing one for the other.

The literature reviewed showed that only six studies examined the "job design performance variable." This variable is concerned with how circumstances are arranged for an individual performer. For example, ergonomics, sequence of job activities, having job-related policies and procedures are all included in this variable (Rummler & Brache, 1995). Considering the results through a lens of critical HRD (Maycunich Gilley *et al.*, 2003), our finding raises the question of whether people are, in fact, the most valuable assets of an organization as is commonly claimed by many organizations. HRD scholars may also feel challenged to focus more on studying the circumstances in which individual performers are asked to do their work. For example, accounts in the media of garment workers who work in deplorable conditions, sometimes leading to their death, and accounts of other hazards faced by workers need to be researched in relation to HRD and organizational performance, combined with a focus on sustainability. In addition, future research may examine the relationship between corporate profit motives (as described in corporate reports and strategic plans) and safety-related job design factors and the role played (or not played) by HRD professionals.

The prominence of GHRD is gaining momentum (Baric, 2017). Economic avarice has seen over-exploitation of non-renewable resources. Many in the domain of sustainable development advocate for green HRD ethos to influence employees and management at all levels of practice. Ironically, the advancement of GHRD has experienced resistance from pro-profit and far-right leadership in organizations and countries, even though the literature discussed above presents clear advantages for corporations resulting from the implementation of sustainability-related initiatives. Nevertheless, HRD practitioners can play a substantial role in supporting organizations to transform into sustainable, green organizations by influencing a broad range of activities, processes, and goals (Collier & Esteban, 2007; Lee & Yoon, 2018; & Wieland &

Nair, 2016). Adaptation of innovative green praxis could enhance and sustain the organization's competitiveness and its appeal to customers.

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