



The Futures of Green Human Resource Management System in Iranian Organizations

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Abstract

Purpose: The present study has been carried out with the aim of drawing the futures of Green Human Resources Management (GHRM) in Iran, and during it, it is tried to depict the believable scenarios of the establishment of this management system in Iranian companies.

Method: In this hybrid, developmental survey study the key drivers of GHRM were identified based on existing scientific reports and prioritized according to the opinion of experts four scenarios of the future of green human resources management in Iran have been introduced by following the methodology of the Global Business Network while creating an intersection between the critical uncertainties regarding each of the two priority drivers.

Findings: The priority drivers for shaping the future of the green human resources management system in our country are: "material and spiritual incentives", "legal or political requirements". Also, the critical uncertainties regarding these drivers have been identified as follows: a) accompanying or not accompanying employees with the process of greening human resources management; b) Active or neutral will in managers to green human resource management. From the intersection of these two uncertainties, four scenarios can be imagined, with metaphors including "There is no better time than the time of love!", "Where are you in such a hurry?", "Another world should be built with a new human" and "You came, my dear, but why now?" are named.

Conclusion: The results of this research can show the policymakers and planners of Iran's development system, as well as the country's environmental protection officials, the optimal path for shaping the future of environmentally friendly organizations.

Keywords: Green Human Resources Management, Sustainable Human Resources Management, Environmental Human Resources Management, Scenario Planning

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Introduction

Today's organizations are expected to manage their destructive effects on the surrounding environment and try to reduce environmental pollution (Lashgari et al., 2023). In response to this public demand, several solutions have been recommended to companies, one of the most common of which is greening the organization and management systems (Eskandarisani & Mohammad-abadi, 2023) and it requires some kinds of infrastructures such as "green human resources management (GHRM)" (Sachdeva & Singh, 2022).

It is said that there is no precise and comprehensive definition of the term "green (or environmental or sustainable) human resources management" (Eskandarisani & Mohammad-abadi, 2023). Some researchers have used the well-known functions of traditional human resource management (including recruitment, training, promotion, performance evaluation, etc.) to define this phenomenon and have tried to combine them with an environmental perspective. (Herachwati et al., 2023). Some other experts have proposed this definition: the process of achieving environmental sustainability of the enterprise while simultaneously maintaining the goal of maximizing economic performance by focusing on the capabilities of human resources (Sachdeva & Singh, 2022).

Valid research findings have confirmed that, compared to developed countries, most companies in developing countries, such as Iran, do not have much tendency to accept the approach of green human resource management (Herachwati et al., 2023). In order for the state of Iranian enterprises to be in harmony with the environmental requirements and commitments in the world, it is necessary to formulate a long-term plan for the establishment and activation of GHRM in the economic enterprises of this land. Setting up and implementing such a program requires a relatively accurate understanding of the future of this phenomenon in the country, and the present study is designed with the aim of drawing and explaining these scenarios. In other words, the upcoming research aims to present credible images of the futures of the GHRM at the level of Iranian organizations, in the hope that by analyzing them, the optimal conditions in this field can be established and planned.

Methodology

The current study, which was designed with a developmental goal and hybrid (quantitative and qualitative) nature, is an example of futures studies with a scenario writing approach, which was implemented with the "Global Business Network (GBN)" methodology. In order to pursue the goals of this study, the drivers of GHRM were identified and refined by studying valid research records. Next, with the aim of prioritizing the drivers, a questionnaire was designed, the validity of which was confirmed by experts, and its reliability was checked with Cronbach's alpha. The statistical population of the research is made up of human resources officials of companies located in Yazd Industrial City, 102 of whom were polled by simple random sampling. The final phase of the study began with the determination of two priority drivers among the fourteen identified drivers, and six experts determined the uncertainties regarding the priority drivers in a ten-year time horizon. In the following, the same experts introduced the scenarios resulting from the intersection of uncertainties and the research group explained and narrated these scenarios based on the qualitative data received from the experts. In order to validate the findings of this phase of the study, a face-to-face meeting was held with the participation of experts and after making minor adjustments, it was approved by them.

Results Conclusions

A) Identification of drivers: By examining the content of scientific works related to the research topic, 35 scientific articles were identified in which concepts close to the drivers or factors affecting the establishment of the GHRM were introduced. In order to prepare a refined list of these drivers, the process of removing duplicates and merging similar concepts was followed under the supervision of four subject experts; So that the drivers observed in at least seven scientific reports (equivalent to twenty percent of the 35 identified reports) were selected. The list of these 14 engines can be seen in table (1).

B) Prioritization of drivers: The analysis of the opinions of the statistical sample about the importance of each of the drivers was done with the Friedman test, the results of which are shown in table (1), two of the most priority drivers for the establishment of GHRM are: 1- material and spiritual

incentives at individual, group and organizational levels; 2- Legal and political requirements.

Table 1. Prioritization of Key drivers of GHRM

Rank	Title	Average
1	Material and spiritual incentives at individual, group and organizational levels	854.28
2	Legal and policy requirements	814.60
3	The level of social responsibility of the company	780.22
4	Accompanying organizational culture (attitudes and group values of employees)	740.18
5	Comprehensiveness and effectiveness of evaluation and reporting mechanism	721.55
6	Adequacy of financial resources (budget)	716.16
7	Quality (awareness, motivation and capability) of human resources	715.71
8	The importance of economic variables (such as productivity, economy, competitive advantage)	695.88
9	Support and commitment of senior management	687.41
10	The lifestyle and general culture of the society around the organization	665.94
11	Public demand and the pressure of the surrounding society on the company	621.09
12	Comprehensiveness and effectiveness of environmental education in the organization	611.63
13	Prevalence of environmentally friendly technology and innovations in business	535.34
14	The spirit of participation and group cooperation in the decision-making process	476.74

C) Scenario writing: the consensus of the experts participating in the study has led to the identification of critical uncertainties regarding each of the two priority drivers, the full title of which are: accompanying or not accompanying employees with the flow greening human resource management; Active or neutral willingness in managers to green human resource management. According to the methodology of the GBN model, four scenarios were obtained from the intersection of uncertainties, which can be seen in Figure (1).

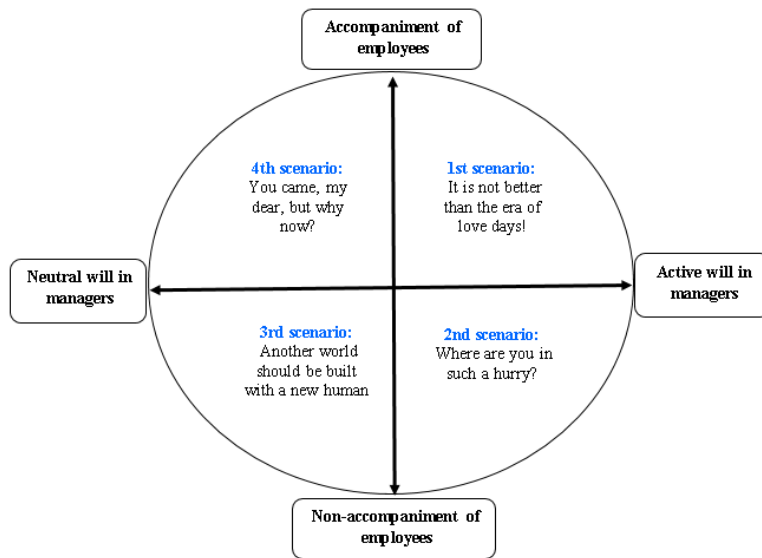


Figure 1. Future scenarios of GHRM in Iran

- The first scenario (it is not better than the era of love days): In this picture of the future, in addition to the fact that there is a positive and active will in the managers of Iranian organizations to establish a GHRM system, most of the employees and managers working in This environment also has enough incentives to go along with green management programs and they try to adjust their professional lifestyle according to the patterns and standards related to environmental considerations.
- The second scenario (where are you in such a hurry?): In a situation where the senior managers of the organizations have an active and positive will due to the existence of legal and political requirements to activate the functions of the GHRM, but most of the employees and managers working in this organizations lack serious determination and correct understanding to accompany green management programs; In such a way that they do not want to adjust their professional lifestyle according to the patterns and standards related to environmental considerations, the second scenario will be formed.
- The third scenario (another world should be built with a new human): If, on the one hand, the managers of organizations do not have the will to establish GHRM, and on the other hand, most of the employees also lack the spirit to accompany the programs of green management and

do not want to adjust their professional lifestyle according to the patterns and standards related to environmental considerations, a bitter and dark future will emerge from this phenomenon.

- The fourth scenario (You came, my dear, but why now?): The last narrative of the futures of GHRM in Iranian organizations will take place in a situation where, on the one hand, most employees are inclined to go along with green management programs and try to adjust their professional lifestyle according to the patterns and standards related to environmental considerations; On the other hand, most managers of these organizations have not wanted to create the infrastructures and mechanisms needed to activate the functions of GHRM.

Conclusions

The purpose of this study was to identify and prioritize the drivers of GHRM in Iranian organizations in order to imagine the futures of this phenomenon. After identifying 14 key drivers from 35 reliable scientific sources, the most priority ones were determined. Then, the critical uncertainties regarding these drivers were identified, and from the intersection of these two uncertainties, four scenarios were designed, each of which presents a narrative of the believable futures of this phenomenon.

The final findings of this study are in line with the research of Raees-Qanavāti et al. (2023) as well as the research of Saraie et al. (2020), who categorized their scenarios into three main groups (including desirable, static and critical). The first scenario of this study is equivalent to the "desirable" scenario; our second and fourth scenarios are equal to the "static" scenario and the third scenario of this research is the "critical" scenario.

Based on the findings of the research, it is suggested to the "National Environmental Protection Organization" to design motivational mechanisms in order to attract the participation and support of the employees of the organizations in the private and public sector with the establishment of the GHRM. It is also appropriate that the "Islamic Parliament of Iran" approves and promulgates binding regulations to stimulate the will of managers of

production or service enterprises in the private and public sectors in order to establish a GHRM system.

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