
**HUMAN RESOURCE MANAGEMENT AND SUSTAINABLE
DEVELOPMENT**

Musa, Success Jibrin

Department of Accounting, Faculty of Management Sciences, Veritas University, Abuja.
musas@veritas.edu.ng

Abstract

Measuring and equating sustainability in an uncontrollable environment both in a short or long term performance is important issues globally especially from business perspective. The study sought to find out some important issues concerning “organizational or company “sustainability and the role Human Resources is playing”. The study adopted the survey research design. It was conducted using information gathered from five viable companies in Nigerian. The population of the study was made up of 100 Human Resource managers from target manufacturing companies. The hypothesis was tested using the spearman’s rank correlation coefficient that was subject to significant test using student t- test. the study established that a sustainable Human Resource Management involves developing employees, managing Human Resource issues, strategically taking employees on capacity building, conducive work life, incentives, cooperation, job promotion and employment in the work environment is also considered very crucial.

KEYWORDS: Sustainable Development, Human Resources Management, Work Environment and Managing Personnel.

Introduction

Human resources are widely acknowledged as the most significant of the resources required for the creation of products and services, as well as the key to quick socioeconomic development and effective service delivery. In other words, if human resources are underutilized, goods and services will never be available. If human resources are not present, other factors of production are rendered useless and ineffective. This emphasizes the importance of human capital. Researchers in the twenty-first century have identified "sustainability as a critical issue for business and the global community" (Anderson 2014). Sustainability" means different things to different individuals, but in essence it means "fulfilling people's needs today without jeopardizing future generations' ability to meet their own needs" (World Business Council for Sustainable Development, 2005). Sustainability has been characterized as "a Company's capacity to fulfil its business goals and increase long-term shareholder value by incorporating economic, environmental, and social potential into its business plans" from a business perspective (Hammond, 2012).

Human capital is an important aspect in the production of goods and services, so when it is given its proper place, various aspects of people management, such as a pleasant working environment, safety, health, and diversity, among others, can be used as a criterion to determine if a company is following a sustainable business model.

In the light of the above, the following hypotheses stated in their null form have been formulated for testing:

There is no significant relationship between human resource management and sustainable development.

- i. The company does not explicitly emphasized in the social, environmental aspect of sustainability.

- ii. Human resource manager and function does not play any sustainability in our company

Review of Related Literature Human Resource Management

Human resource management is concerned with finding the best possible employees for a company and then caring for them so that they will want to stay and do their tasks to the best of their abilities (Cuming 2018). This means that finding the proper personnel through the recruitment process to satisfy the organization's needs isn't enough. It is necessary to establish conditions that will encourage people to stay on the job, be happy on the job, and cope with the responsibilities of the job.

Human resource management, according to Mathis and Jackson (1997) in Onah, is the establishment of formal procedures in an organization to assure the effective and efficient use of human abilities to achieve organizational goals. Human resource management, according to Griffin (1997), is a set of organizational actions aimed at attracting, developing, and sustaining an effective workforce.

Sustainability

The word "sustainable" conjures up a plethora of images in the minds of academics, business leaders, and others. It focuses primarily on resource depletion; however, others argue that sustainability also includes irreversible pollution, environmental conservation, and other environmental and ecological issues. Aspects of human life and human well-being are among them.

From so many definitions given above, though might differ in scope, it is now widely accepted that sustainability comprises of three elements as

- Use human beings
- The environment, the ecosystem in which we live
- The economy, which enables us to do what we do

To attain sustainability, the overall value of actual human, environmental, and economic wellbeing must at least be constant. As a result, trade-offs between the three are tolerated as long as the entire amount remains stable. In contrast to strong sustainability, this strategy is known as weak sustainability. Only when all three elements have reached the degree of sustainability can sustainability be accomplished. Not all three aspects of personal and environmental wellbeing can be accomplished. Economic well-being is a means of achieving and maintaining long-term sustainability.

The sustainable society is a creature that lives within the environment's self-perpetuating boundaries. That civilization is not one of "no growth." Rather, it is a civilization that understands the limits of expansion and seeks out new methods to expand. (2016, Silly). Development that is expected to meet long-term human requirements and increase the quality of life is known as sustainable development (Allen, 2014)

The Importance of Sustainable Human Resource Management

The necessity of managing people and the concept of sustainability can both be considered when considering sustainability in human resource management methods. Human capital has been acknowledged as a vital component of corporate performance. A large number of studies on human resource management and organizational performance or development have been conducted. The competencies and knowledge contained in an organization's human resources, according to Brewster (2012), are critical to success. Highly qualified employees, on the other hand, appear to be dealing with more work-related stress, work-life conflict, health issues, new employment relationships, or a lack of employability.

The lens of sustainability has been chosen to examine the implications of these developments on human resource management. Recruitment and retention of top people, development of vital competencies, motivation, rewards for exceptional performance, employability, lifelong learning, demographic trends, aging workforces, employee health, safety, and quality of life are all possible subjects. (According to Boudreau and Ramstad (2015), sustainability is not an afterthought. Shell, British Petroleum (BP), the United Nations (UN), and the International Labour Organization (ILO) are all committed to long-term human resource management.

According to research, effective employee involvement is required to successfully incorporate the economic, environmental, and social obligations of sustainability into every business operation (Psilou, 2011). Finding the impulses that push individuals to be more devoted to a company, their supervisor, and the team as a whole is the difficulty. When aiming to have a corporation perform responsibly in all three sustainability dimensions: environmental, social, and economic, sustainability specialists must ensure employee engagement (Pojasek, 2010).

Approaches to Sustainable Human Resource Management

"Those long-term oriented conceptual approaches and activities aiming at a socially responsible and economically adequate recruiting and selection, development, deployment, and release of personnel," according to a sustainable human resource management scheme. Individuals and companies are viewed as equal participants in their sustainable human resources management strategy (Mosev & Saxer, 2014). The creation, development, and preservation of future-oriented abilities that contribute to the firm's increased value, individual employee employability, and consideration of societal values are at the heart of sustainable resource management. Participatory flexibility, value added-oriented, challenging group-oriented, and strategically competence-oriented human resource management are all required for long-term success.

In Weve, (2013) highlighted three key pillars in the management of people with reference to sustainability: work-life balance, personal autonomy in professional development, and worker employability. If these three pillars are included as fundamental objectives in a model of sustainable human resource management, the author believes that they will improve self-awareness and identification, develop abilities and potential, and increase human capital in a business. They also discovered the preferences of present employers. As a result, having sustainable resource management methods has three effects: a long-term supply of talented and motivated employees for businesses, a prolonged competitive edge, and economic value generated.

Methodology

The survey method was used in this investigation. According to the researchers, this research method was superior because it attempted to determine the relationship between existing variables, human resources, and long-term development. Using spearman's rank correlation coefficient, the study's population consisted of 223 human resources managers or senior management employees from ninety (90) successful registered companies in Nigeria. to significance test using student t-test.

$$\text{Spearman's rank } (r) = \frac{1 - 6\sum d^2}{M(n^2 - 1)}$$

Table 1 Variable and their possible measuring instrument

Variables	Measuring Instrument
Human Resource Management	Employee satisfaction, motivation, loyalty, retention
Sustainable Development	Market value, market share, customer satisfaction, investment sales

Data Presentation, Analysis and Finding Hypothesis One

HO: There is no positive significant relationship between human resource management and sustainable development

Table 2: Collected Data for Test of Hypothesis One Question 1 2 3 Total 4 5 6 7 Total table (1-3) (5-7)

1	4.1.1	13	18	30	61	0	42	54	66	162	
2	4.1.2	11	20	25	56	34	38	49	46	133	
3	4.1.3	18	22	30	71	13	37	49	53	139	
4	4.1.4	8	15	12	35	76	41	36	35	112	
5	4.1.5	13	34	20	67	8	58	51	39	148	
6	4.1.6	9	19	15	43	42	47	51	40	138	
7	4.1.7	13	19	30	62	4	59	48	50	157	
8	4.1.8	10	16	25	51	81	19	39	33	91	
9	4.1.9	9	16	28	53	-	42	50	24	116	
10	4.1.10		8	12	19	39	95	31	35	23	89

	Y	X		Rank Y	Rank X	D	D ²
1	61	162	7	10	-3	9	
2	56	133	6	5	1	1	
3	71	139	10	7	3	9	
4	35	112	1	3	-2	4	
5	67	148	9	9	0	0	
6	43	138	3	6	-3	9	
7	62	142	8	8	0	0	
8	51	91	4	2	2	4	
9	53	116	5	4	1	1	
10	39	89	2	1	1	1	

Total

38

Source: Computed from the responses of the human resources managers

$$r_s = 1 - \frac{6\sum d^2}{n(n^2-1)}$$

$$r_s = 1 - \frac{6(38)}{n(10^2-1)}$$

$$r_s = 1 - \frac{228}{990}$$

$$r_s = 1 - 0.220$$

$$= 0.770$$

$$t = r \frac{\sqrt{n-2}}{1-r^2}$$

$$t = 0.770 \frac{\sqrt{10-2}}{1-0.770^2}$$

$$t = 0.770 \frac{\sqrt{8}}{1-0.593}$$

$$T = \frac{0.770 \sqrt{8}}{0.407}$$

$$T = 0.770 \sqrt{19.66}$$

$$T = 0.770 \times 4.434$$

$$= 3.415$$

Therefore, t_c

$$= 3.415 \text{ Df}$$

$$= n - 2$$

$$\text{Df} = 10 - 2 = 8 \text{ T}_t$$

$$= 2.326$$

Interpreting the Spearman Rank correlation coefficient and student t-test for hypothesis one. In the test of hypothesis one, the result exposed that human resource management was positively related to sustainable development. The correlation coefficient of 0.770 was a far positive correlation ($0.5 \leq r \leq 0.8$). Obviously human resource management were directly related to sustainable development at 8 degree of freedom and 0.05 level of significance, the t-table value ($t_t = 2.306$) was compared with the obtained values of t calculated ($t_c = 3.415$). Thus the obtained valued reviewed that $t_c > t_t$, the researchers hereby reject null hypothesis and accept alternative hypothesis indicating that the degree or strength of the relationship or association between human resources management and sustainable development was positively and significantly related.

Hypothesis Two

Ho: The Company does not explicitly emphasized in the social environmental aspect of sustainability

Table 2: Collected data for Test of Hypothesis Two

	Question	table 1	2	3	Total (1-3)	4	5	6	7	Total (5-7)
1	4.1.11	13	17	20	50	50	35	47	41	123
2	4.1.12	2	5	7	14	81	45	48	35	128
3	4.1.13	4	7	10	21	86	51	37	28	116
4	4.1.14	16	24	31	71	12	54	38	48	140
5	4.1.15	14	19	26	59	56	32	36	40	108
6	4.1.16	11	22	30	63	14	47	53	46	146
7	4.1.17	3	7	9	19	96	31	47	30	108
8	4.1.18	10	16	20	46	40	42	46	49	137
9	4.1.19	6	11	15	32	61	53	44	33	130
10	4.1.20	9	12	18	39	50	58	39	37	134

HUMAN RESOURCE MANAGEMENT AND SUSTAINABLE DEVELOPMENT
MUSA, SUCCESS JIBRIN

Y X	Rank Y	Rank X		D	D ²	
1	50	123	7	4	3	9
2	14	128	1	5	4	16
3	21	116	3	3	0	0
4	71	140	10	9	1	1
5	59	108	8	1.5	6.5	42.25
6	63	146	9	10	-1	1
7	19	108	2	1.5	0.5	0.25
8	46	137	6	8	-2	4
9	32	130	4	6	-2	4
10	39	134	5	7	-2	4
Total						81.5

Source: Computed from the responses of the human resources managers

$$r_s = 1 - \frac{6\sum d^2}{n(n^2-1)}$$

$$r_s = 1 - \frac{6(81.5)}{10(10^2-1)}$$

$$r_s = 1 - \frac{489}{990}$$

$$r_s = 1 - 0.4949$$

$$r_s = 0.506$$

$$t = r \sqrt{\frac{n-2}{1-r^2}}$$

$$t = 0.506 \sqrt{\frac{10-2}{1-0.506^2}}$$

$$t = 0.506 \sqrt{\frac{8}{1-0.256}}$$

$$T = 0.506 \sqrt{\frac{8}{0.744}}$$

$$T = 0.506 \sqrt{10.753}$$

$$T = 0.506 \times 3.279$$

$$= 1.659$$

Therefore, t_c

$$= 1.659 \text{ df} = n$$

$$- 2 \text{ df} = 10 - 2$$

$$= 8 \text{ } t_t = 2.306$$

Interpreting the spearman rank correlation coefficient and student t-test for hypothesis two

The result obtained from the test of hypothesis two revealed that the company does not explicitly emphasize in the social, environmental aspect of sustainability. The correlation coefficient of 0.506 however was a fair positive correlation ($0.5 \leq r \leq 0.8$). Hence the company explicitly emphasize in the social, environmental aspect of sustainability at 8 degree of freedom and 0.05 level of significance, the t-table value ($t_t = 2.306$) was compared with the obtained values of t calculated ($t_c = 1.659$).

Conclusion

Human resource managers and top executive managers are now aware of the need of sustainability, which has given management a new dimension. The introduction of sustainability in the workplace is based on social, economic, and environmental considerations. This paper has analyzed sustainable human resource management as an important tool that can drive organizational goal both in long and short term.

Most companies in Nigeria looked at sustainable human resources management as that which involves building people, managing human resource issues strategically, innovating and considering employee welfare, they also consider that companies embrace innovative concept of sustainable human resources management and in the image of the company value proposition, work-life and health related issues

References

- Anderson RC& Jickt (2000)'The study and practice of sustainability Development", *Management Journal* 9(1): 41-48.
- Hammond A., (2002) "Serving the world's poor, profitability", *Harvard Business Review*, September: 48-57
- Sully, M.F (2005). The complexity of managing human resource: *Journal of human resource management* 4 (2) 110-122
- Silly, J. (2006) Sustainability Issue in Human Resource management: Linkages, theoretical approaches, and outlines for an emerging field 21st LASM SHRM Workshop, Aston Birmingham.
- Boudreau, J.& Rainsatd, S. (2005) Sustainability and the Talentship Paradigin: Strategic Human Resource Management Beyond the Bottom Line. *Journal of Human Resource Management* 6 (3) 146-158
- Pojasek, R.B. (2010). The Three Responsibilities. *Environmental Quality Management*. Vol. 19, Pp 87-94
- Psilou A. (2011) Incentive for Effective Employee Engagement in Corporate Sustainability. (online) <http://www.sustainabilityconsulting.com>
- Weve., M. (2003) Multiple Levels of Corporate Sustainability. *Journal of Business Ethics*. Vol. 44 (6) Pp 96-110.
- Ehnert, I.P. (2009) Sustainable Human Resource Management: A Conceptual and Exploratory Analysis from a Paradox Perspective. Bremen.
- Mosev R. & Saxer A. (2004). Retention-Management for High Potential. *Journal of Human Resource*. Vol. 5 (3) 112-125
- Onah, F.O. (2008). Human Resource Management. 2nd edition, John Jacob's Classic Publisher Ltd. Plot 7 Fmr ESUT Road by Nkpokiti Junction, Enugu.

