

ROLE OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN SUSTAINABLE DEVELOPMENT

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Abstract:

Achieving sustainability is becoming a primary agenda for many societies throughout the world. However, we are currently witnessing a surprising stagnation in progress toward this Goal. Neoliberal values of individualism, privatization and competitive advantage are proving to be hard to breach. Hence, there is a pressing need for change. Through an extensive literature Overview, the present paper identifies existing misconceptions and differences in the comprehension of concepts such as sustainable development, corporate social responsibility and the relationship Between strategic human resource management (HRM) and sustainable HRM. It describes and acknowledges the hindrances that sustainable HRM faces in practice, with a particular focus on the Predominant schema of strategic HRM and the misconception of corporate social responsibility. The Aspiration of the paper is to pose a new model of sustainability by implementing sustainable HRM at the center of sustainable development and corporate accountability. The proposed model is intended as a measurement of the levels of sustainable development in which organizations find themselves and report on, and as a more comprehensive model of sustainable HRM, which has the potential to be applied in practice.

Keywords: Sustainable Development; Corporate Social Responsibility; Strategic HRM; Sustainable HRM; Sustainability Reporting; Accountability

Introduction:

The concept of sustainable development has been highlighted as a major focus in the world today. It enables individuals and companies to meet their current needs without hampering the environment for the Future generations to fulfill their needs. Success in industry 4.0 is also dependent on the innovation capability. Hence companies have now developed a greater sense of responsibility with a greater focus on environmental

Sustainability. Thus, the Human Resource Management (HRM) has become one of the important drivers of Sustainable development. They have a major role to play in designing efficient strategies which align with the company's values and culture, investors expectations, meeting government rules and regulations, and most importantly, initiate environmentally friendly practices and awareness among employees. Since its first Introduction in the early 1980s, essential functions of this concept were focused on human resources as well As the recruitment, selection, staffing, retention and release of employees. Focusing on all activities Concerning the professional education, learning and training of individuals and teams, this function heavily Influences the organizational development. If organization needs to be smart, they need intelligent employees, and climate for learning and innovation, which requires suitable management practices. Management for industry 4.0 is indeed a very important issue. It needs to develop capabilities across different Dimensions in the organizations. There is need to develop capabilities to successfully manage business Model, to access potential market and customers, to enhance value chain processes and systems, risk Management and legal matters, and cultural management because of globalization. So, it is extremely Important to discuss that how HRM enhance their capabilities which leads to innovations, to match the Requirements of industry 4.0. That's why by integrating the literature with the logical beliefs, this study Proposes several management practices to make the organization compatible with the future development by Developing a climate of learning and innovation, which can ultimately enhance the organizational Capabilities.

Research methodology:

This research is conducted by using secondary data for research Using, Various web sites, research articles, various Reports through websites, Online journals, news Articles, and other internet sources. In the present Work, the study of digital marketing mainly comprises of a consumer Perspective, company perspective and third-party perspective. Three Questionnaires were prepared for each entity. The questions were Related to know the attitude towards the use of digital marketing by the Company, reasons for the growth of growth marketing and the impact on the volume of turnover of the company.

Literature Review:

Based on Teece's (1996) and Stephen King (2004) discussion, this study mainly focuses on the Following three broad types of management practices:

- (1) Cooperation and coordination across business units or divisions at the firm as a whole;

- (2) Human resource management with regard to R&D personnel; and
- (3) Restructuring the organization of R&D.

Stephen King (2004) stated that the future of HRM will be built on innovation and creativity, in

Nutshell innovation and creativity approaches were needed towards quality of life, environmental Improvements through the healthy, sustainable, vibrant community theme. In summary it was said that Money and support of employees can put HRM on the road to environmental Sustainability. Malt Bolch (2008), in his research has said spreading the word about Sustainability initiatives may Fall to more than one department but human resource plays an important role, it is important for human Resource professionals to have conversations with employees and the community at large about the Implications of advance techniques and innovative ideas. Ehnert [1970] contributed significantly to the field of sustainable HRM by applying the paradox Theory as an underlying approach for sustainable HRM. Hahn, Preuss, Pinkse, and Figge [73] emphasize that Sustainability creates situations when organizations need to simultaneously address multiple desirable, but Conflicting economic, environmental, and social outcomes at company, and societal levels. According to Guerci *et al.*, the success of an organization depends on its capability to integrate the interests of different Stakeholders, and given the fact that integration is realized through the human resource management function.

Rationale for linking sustainability to HRM:

This section focuses briefly on the repetitive call in the scientific literature to revise HRM As it seems that it is moving in the opposite direction from its roots having the primary Goal to promote employee well-being. Certainly, from the perspective of developments, Significant progress has been made in the HRM field. Over the last 30 years, the research Presented more than adequate empirical evidence that human resources and their Management add value to organizational performance. However here, the question arises as regards the understanding of performance in terms of outcomes. Recently, the changes in society and labor market have promoted the organizations to search for new ways to Manage human resources in order to have these resources in the future. Traditionally, Employment relations, defined as the connection between employer and employee through Which people sell their labor, followed the economic imperative. In this sense, human Resources can be exploited as much as possible for gaining better financial results. However, treating people as resources means that the rules of resource scarcity, shortage, damage, or extinction apply for people too. While mainstream HRM treats

employees as a critically important asset to the organization, it has to be concerned about its future as well.

The emergence and scope of sustainable HRM:

This section focuses on sustainable HRM as the emerging research area addressing the genesis of construct, different streams under the label of sustainable HRM, and opinion of different scholars in relation to sustainable HRM. The term "sustainable HRM" is relatively new, while recently the field has rapidly evolved. It is nonetheless recognized that there is no "consistent" literature on sustainable HRM; it can be understood in a number of complimentary frameworks. Despite the plurality of approaches, Ehnert and Harry managed to assign all publications in the field of sustainable HRM to the first, second or third "waves" of research. The main criteria are the added value to sustainable HRM. The initial writings on sustainable HRM appeared at the end of 1990s in Germany, Switzerland and Australia. The German approach was developed in the context of sustainable resource management referring to organizations as open systems, resource-dependent systems that "depend on a constant stream of resources to stay alive, fulfil their ends, and reach their goals". This approach relies on an economically rational interpretation of sustainability arguing that it is economically rational for business to balance the consumption and reproduction of human resources by investing in the relations with business environments, as environments are "source of resources". Not surprisingly, based on this understanding, Müller-Christ and Remer defined sustainable HRM as "what companies themselves have to do in their environments to have durable access to skilled human resources"

Outcomes of sustainable HRM:

- 1) **Sustainable HRM and employer attractiveness:** The self-concept of the employee can be enhanced by comparing its organization against the less favourable ones. This is the reason that organization's reputation and positive image contributes in clarifying the individual self-concepts. By strongly communicating about SHRM, organization helps in building up strong employment relationship in lieu of which potential employees will be attracted toward organization and they will consider the organization as a better place to work with contentment.
- 2) **Sustainable HRM and turnover intentions:** Effectiveness of any new policy or practice could be judged from its outcome. The outcomes of strong sustainable HRM performance include not only support for the achievement of broad sustainability business objectives, but also measurable contributions to HRM performance, including lower employee turnover, improved employee well-being, and an overall

increase in Employee engagement, and motivation. Organizations have been trying to innovate with new strategies to Secure potential employees and maintain a long-term supply of them, in order to achieve performance goals. This would by default reduce the turnover costs and control the loss of tacit knowledge.

- 3) **Ethical leadership and sustainable HRM:** Self-concept theory advocates the importance of ethical aspects in HRM, which impact specific job related outcomes such as employee loyalty, motivation, and turnover Intentions. The ethical nature of leaders would lead to transparency in the business process and helps the firm to achieve its sustainability goals. Being ethical at workplace also results in positive organizational Behaviour, which in turn helps for a longer HR base.
- 4) **Sustainable HRM and employee voice behaviour:** In order to understand employee voice, it is essential to first appreciate participative management. Employee voice is concerned as promotive voice is offering Inventive ideas for organizational development. Positive voice and discretionary behaviours are vital Elements of promotive behaviour.
- 5) **Corporate sustainability perceptions and sustainable HRM:** In sustainability-driven organization, HR is Critical for achieving success. For becoming an ongoing change process, sustainability should be practiced at every step of doing business and should be rooted across an organization at all levels. The goal is to Understand that whether they have begun to incorporate the topics that are associated with SHRM into the Respective organizations they operate in and what is their viewpoint about HR's role in an organization's Sustainability.

Challenges faced by HRM:

The paper reviewed several factors that should influence the future of HR in organizations, including Changes in the economy, globalization, domestic diversity, and technology. Following are some challenges That will affect the future of the field:

- 1) **Rise in globalization:** Globalization in this context refers to organizations that operate on a global or international scale. Due to globalization, the Human resource managers are needed to play challenging roles and create competitive profitability for their concern. Global firms have to continually reorganize their Function and refocus their energies around their crucial areas of competence. Today the business environment Has become highly changing in nature. Organizations operating in a global environment face a number of new challenges including differences in language and culture of employees, etc. Multinational corporations (MNCs) are large

companies operating in several countries that are confronted with new questions, including How to create consistent HR practices in different locations, how to develop a coherent corporate culture, and how to prepare managers to work in a diverse cultural environment.

- 2) **Recruitment, retention and motivation:** This may be the most challenging issue that challenges HR today. Human resource professionals anticipate that retaining the best employees will be the greatest HR challenge in 2022, according to a November 2012 poll by the Society for Human Resource Management. Predictions Indicate there will be a lot of people looking for new jobs when the economy improves. Employers today Have to find new methods to attract talent through social media, postings on job boards and even other Traditional methods such as attending job fairs and sending out promotional mailings to generate interest. Finding out why people are leaving and addressing the issues is a role HR also plays a prominent role to Develop the skill of employees.
- 3) **Increased age and generational diversity:** Along with the aging workforce, there comes many new Challenges for HR. For instance, given the shortage of skilled workers there is a growing concern about the Retention of skilled freshers. One reason for this is that the freshers often have unique skills and abilities that Are critical to organizational success, and companies are justifiably worried about retaining them in their Roles until qualified replacements can be found or trained. In order to retain these individuals, organizations Will need to increase flexible work arrangements, allow part-time work, provide a supportive environment, and employ recognition systems to motivate them to stay with the organization.
- 4) **Competitors:** Competition in a special industry plays a very prominent role in the Human resource Functions and activities. If many companies make job offers to one individual, the organization with more Attractive terms and conditions will win. As the number of competitors increases, the importance of staffing Function and compensation practices also increases. When due to competition, employees with particular Skills will have to train their own employees through proper planning, training and development activities.
- 5) **Political-legal factors:** The political-legal environment covers the impact of political institutions on the Human resource management department. All activities of Human resource management are in one way or the other affected by the factors. To be

specific, Human resource planning, recruitment and selection, Placement, training, salary, employee relations and retirement are governed by the legal process.

- 6) **Social and cultural factors:** Social and Cultural factors represent another important concern affecting HR Management. Social factors need to take into account equalities and diversity in particular. Even the culture is composed of the societal forces affecting the values, beliefs, and actions of a distinct group of people. Cultural differences certainly exist between nations, but significant cultural differences exist within countries Also.

Conclusion:

The paper recognizes the resistance in the simultaneous exploration of sustainability and its Relationship with human resource management. Human resource management practices should focus on the Needs of employees and their families and go beyond the mere fulfilment of legal regulations. This would include training and development opportunities, career management, democracy in the workplace and Employees' participation. It should also focus on social responsibility initiatives, observing the interests of Internal and external participants and striving for short term efficiency and long-term sustainability. This Article adopts a multi-dimensional approach. The contribution of this review is to provide an in-depth analysis of each attribute of sustainable development at different levels. The study summarizes various conceptual and empirical findings, provides a clear definition of all HRM functions, identifies certain research gaps in the literature along with a proposed model which synthesizes how human resource management can contribute to business sustainability.

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ISBN: 978-93-95847-21-6

**BEYOND BOUNDARIES:
RESEARCH IN HUMANITIES,
SOCIAL SCIENCES,
COMMERCE AND MANAGEMENT
VOLUME I**

EDITORS:

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MR. PRAVEEN KUMAR

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BHUMI PUBLISHING, INDIA
FIRST EDITION: JUNE 2024



Bhumi Publishing

CERTIFICATE OF PUBLICATION

This is presented to

Anuradha, Gourav Kamboj and Raghav Bansal

for publication of a book chapter entitled,

"ROLE OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN SUSTAINABLE
DEVELOPMENT"

in the book

"Beyond Boundaries: Research in Humanities, Social Sciences,
Commerce and Management Volume I (ISBN: 978-93-95847-21-6)"

published by our publishing house in the month of June, 2024.



Raghu
DR. SAGAR A. VIKHARLAKAR
Managing Editor
DHUMI PUBLISHING
Nigva Khalsa, Kolhapur,
M. S. INDIA 416 227.

Website: www.bhumipublishing.com
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