



Human Resource Management Policies and Sustainability

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Abstract

In the era of globalization, it is hard to sustain in the dynamic market. One of the major factors for the sustainability in the market is to have a good HR policies and good HR management practice for retaining the human resource. Human resource management allow us to have a competitive advantage over the other companies, because one can have same physical and capital resources but not the human resources, so it necessary for every organization to manage the people working with them to get the desire result from them and to be the player in the market for a long period of time. In this paper we will discuss the sustainability in the context of Human Resource Management. We will get to know how the company are using human resource as their asset and is gaining sustainability in the market. Further the article also presents directions for additional research that were identified in the course of this study.

It has been found that the employees of the company having good HR practices are more satisfied and productive and hence result in increase in their performance and productivity.

Keywords: *MNCs(Multinational companies), HR(Human Resource), Policies, Assets, Sustainability, Competitive advantage, socio-economic, employees.*

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I. INTRODUCTION

The human resource management policy adopted by the company lead them towards the path of success. Employees are the blood of every organization and key HR policy is to protect this valuable asset. Good human resource management practices that focuses on the betterment of employees helps the companies to achieve financial, social and ecological goals. Companies with good HR policies treats the employees of their organization as an asset and tries to increase the level of productivity of the employees by increasing the level of satisfaction, which helped them to have a competitive advantage over their competitors. “Besser” (1993) argues that “Japanese employees are more committed to their work and companies”. It is because the HR policies practicing in their companies are framed keeping in mind the betterment of their employees, motivating the employees increasing their commitment and loyalty towards the company and their cultural context.

We cannot deny the general consent that human resources are gaining importance in a knowledge-oriented economy. Human resource management includes training and development of employees, reward and recognition, which helps them to be expertise in their respective fields and increases productivity leading the company towards the path of success. There are many factors that bring sustainability, human resource management is one of the most important factor, as it can never be stolen. Companies can copy each other’s idea, material, capital invested but the only thing that they cannot is your human resources. So most of the companies now a days are human resource management centric not the profit centric.

Many MNCs are practicing HR policies like promoting talent and growth, fun at work, maternity policy, women empowerment, better working condition, reward and recognition etc is leading these MNCs towards the path of success and sustainability in the organization.

II. METHODOLOGY

- This secondary data has been collected through several journals, articles, e-newspaper, wikipedia etc.

III. LITERATURE REVIEW

Linking HRM and Performance by demonstrating the HRM practices are positively related to organizational performance. (Huselid, 1995). Corporate sustainability means adopting a, triple bottom line perspective that requires the simultaneous and social equity principles.(Zivile and Asta,2013). Sustainability is not just good ethics; it is potentially good long- term economics. HR has an important role to play in sustainability.(Ina, 2006). Every sound business entity should focus its attention on increased effectiveness and sustainable economic growth, especially by using the possibilities to react quickly and appropriately to constantly changing stimuli in the business environment.(Gope, Elia and passionate, 2017). Manager should effort to encourage sustainable growth of their organization that can be achieved by the purposeful motivation of the employees. (Silvia, Milos, Peter and Katarina, 2018). The key to a successful implementation of idea of sustainable development in organization is competent, motivated employees.(Katarzyna,2021).

HUMAN RESOURCE MANAGEMENT

“Human Resource Management is the recruitment, selection, development, utilization and accommodation to human resources by organization.” (French Wendell), “Human Resource Management is the process of acquiring, training and compensating employees, and attending to their labour relation, health, safety and fairness concerns”.(Gary Dessler). “HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of highly committed and capable workforce, using an array of cultural, structural and personnel techniques.” (Story, 1995). HRM is a strategic approach to manage employment relation, which emphasizes that leveraging people’s capabilities is critical to achieve competitive advantages, this is being achieved through a distinctive set of integrated employment policies, programmes and practices.” (Bratton and Gold, 2007). “HRM is concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organizational objectives.” (Decenzo and Robbins).

SUSTAINABILITY

Sustainability is a process that helps create a vibrant economy and a high quality of life, while respecting the need to sustain natural resources and protect the environment.(Clough and wayne, 2006). Sustainability is achieved when all people on earth can live well without compromising the quality of life for future generation.(Rolf Jucker). Sustainable HRM can be defined as those long-term oriented conceptual approaches and activities aimed at a socially responsible and economically appropriate recruitment and selection, development, deployment and release of employees.(Thom amd Zaugg, 2004). In business arena, the expression sustainability is more often thought about not in two, but three distinct parts the “triple bottom line”. TBL is accounting and reporting system incorp[orating economic, social and environmentak outcome (Eikington, 1997).

HRM AND SUSTAINABILITY.

A great many writers have addressed aspects of HRM and sustainability but their focus has been mainly concerned with the implications of HRM for organizational sustainability or the part which HRM can play in developing the role of staff in environmental sustainability.(Keri and Sarah, 2010). HRM function might be utilized to achieve more sustainable organizations.(Wirtenburg et al, 2007). The development of human resource over time is directly related to the improvement of quality and quantity of human resource. Knowledge, innovations, creativeness all these are there within a human, which needs to be identify and should be focused on improving. Creating healthy working environment, motivating the employees, encouraging the employees, rewarding the employees will lead to socio-economic growth. Human resource is one of the most important and critical determinants of the sustainable development. In the rising competition in the market, Organizations effort should be sustainability which means not just profit but also the environment and social performance, Companies not only to deliver financial performance while also achieving sustainability.

INSTRUMENTS OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT. (Zaugg, Blum and Thom,2001)



Human resource recruitment

Human resource recruitment is only sustainable only when it is capable of recruiting employees who most adequately meet the requirements of the open position. The assessment of the requirements is of prime importance, followed by an efficient search for candidates on the relevant labour markets. In the context of an efficient human resource selection the final aim is to predict the success of the candidate in the assigned position and to make an employment decision. (Zaugg, Blum and Thom,2001)

Personnel deployment

Sustainable personnel deployment focuses on the allocation of jobs for employees respectively the integration of employees into the work process. In this context the instruments for health management such as gathering and evaluating health related data (absence from work, accidents, causes of illness, etc.) and the medical and ergonomic compatibility of the workplace are important factors. Furthermore, methods are of interest which integrate older employees into the work-process and support the work-life-balance. (Zaugg, Blum and Thom, 2001).

Human resource development

Human resource development embraces all information-, education- and job-related measures supporting qualification respectively enhancing employability of the employee. Instruments for enhancing the motivation to learn, a focused career planning and methods for the development of individual responsibility and participation are of interest for the analysis of measures for human resource development in the context of this research project. A crucial issue in human resource development is the promotion of employee’s motivation for continuous professional education.

Sustainable human resource development occurs only when there is a reasonable work-life balance.(Indu Rao, 2017). Work –life balance in the work place has become a more important issue as it tends to exhibit positive results such as low turnover, work engagement, organizational citizenship behavior, in-role performance, increased firm productivity, job satisfaction and organizational commitment.(Konrad and Mangel,2000)

Human resource marketing

A company intending to effectively enhance its attractiveness in the labour market through measures of human resource marketing depends on information about its corresponding image. A higher use of this instrument could enhance the sustainability of human resource marketing. (Zaugg, Blum and Thom,2001). We must not overlook the image of the company instead should always focus on to improving it.

Retention of staff

In the context of retention of staff instruments for securing and enhancing of individual motivation to perform are examined. Important instruments to this purpose are material and non-material incentives. In the context of sustainable staff retention incentive models are involved which enable a long-term maintenance and enhancement of the motivation to perform and also specifically promote the motivation for taking-on of individual responsibility. (Zaugg, Blum and Thom,2001)

Disemployment

From a conceptual point of view disemployment is only sustainable if it takes into account the needs of employees as well as those of the company and is focused on not harming the image of the company in the labour market. Medium sized companies and banking frequently apply this instrument. (Zaugg, Blum and Thom,2001)

Management and leadership

Personnel management and leadership contribute significantly to guaranteeing participation and individual responsibility. The positive rating of sustainability and the extent of co-operative management correlate again significantly. The co-operative management style is supported by the model of Management-by-Objectives (MbO), which empowers employees to agree with the superiors on aims that can be checked regularly. (Zaugg, Blum and Thom,2001)

IV. CONCLUSION

This paper aims at pointing out that human resource management and sustainability are two sides of a coin. Motivating and encouraging employees will lead to improved productivity and profitability and hence result in socio- economic growth. In this era the quality and standard of living of people has become much better than the previous one. Good pay, Rewarding and recognition strategy will encourage employees to contribute more and more towards the organizational goal resulting in organizational sustainability. Employees participation at work and decision making process may lead to create a sense of belongingness and individual responsibility towards the organization. For sustainable human resource management one should take into consideration the instruments of sustainable human resource management. One should always focus on improving employee skills and knowledge.

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