



# ROLE OF HUMAN RESOURCE MANAGEMENT IN SUSTAINABLE DEVELOPMENT

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## ABSTRACT

This article gives a thorough analysis of "sustainable human resource management" (HRM), covering its core ideas as well as the development and trends seen in this industry. It offers a critical assessment and identifies the research strands with the most potential for effect, contributing to the growth of this relatively young area. The Web of Science database returned 111 publications spanning the years 1997 to 2018, and utilizing SciMAT as an analytical tool, a conceptual science mapping analysis based on co-word bibliographic networks was created. Environmental management, socially responsible HRM, and turnover are the major themes in the subject of sustainable HRM (well-established and significant for the discipline's structure). Human resource practices are a specialized theme (well established but less significant for the organization of the study area), and employee engagement Sustainable leadership and environmental performance are emerging themes as well as a fundamental or transversal theme (essential for the discipline but not yet developed).

**KEYWORDS:** sustainable development, sustainable human resource management, science mapping

## INTRODUCTION

The idea of sustainable development has been emphasized as a key concern in today's globe. It makes it possible for people and businesses to achieve their immediate needs without harming the environment or compromising the ability of future generations to meet their needs. The capacity for invention is also essential for success in Industry 4.0. As a result, businesses today feel more responsible and are more concerned with environmental sustainability. So, one of the key forces behind sustainable development is human resource management (HRM). They have a significant part to play in developing effective strategies that are in line with the company's values and culture, investors' expectations, compliance with legal requirements, and, most importantly, the introduction of environmentally friendly practices and employee awareness. Since this concept's initial inception in the early 1980s, it has placed a strong emphasis on human resources, including hiring, selecting, staffing, keeping, and releasing workers. This role has a significant impact on organizational development since it focuses on all

activities involving the professional education, learning, and training of both individuals and teams. Organizations require bright people if they are to be smart. Using the right management techniques will benefit your staff members and the environment for learning and innovation. The management of Industry 4.0 is undoubtedly a crucial topic. In organizations, it is necessary to build competencies across several dimensions. Due to globalization, skills in managing business models, gaining access to future markets and customers, enhancing value chain processes and systems, risk management and legal issues, and managing cultural differences must be developed. To meet the demands of Industry 4.0, it is crucial to examine how HRM might improve its capabilities and produce innovations. In order for the company to be compatible with future development by creating a culture of learning and creativity, this study suggests numerous management techniques by merging the literature with logical principles.

## LITERATURE REVIEW:

**Mihaela Dumitrana, Mădălina Dumitru, Iulia Jianu, Gabriel Jinga, Gabriel**

**Radu's (2009)** paper presents the Starting with concept of sustainable development The study suggests analyzing the role of human resources in calculating sustainable development indicators. The objective pursued was the analysis of the human resources for different entity types and their calculated indicators to ensure the need for data at the national economic level.

**Marco Guerci and Luca Carollo's (2016)** Paradox – understood as a set of contradictory and incompatible poles all supported by apparently sound arguments – is considered to be a key element in modern organizations. As a result, paradox scholars argue that successful managers are those able to accept the tensions arising from the paradox and able to pursue all its constitutive poles simultaneously instead of choosing only one of them. Paradox theory has been recently applied to corporate sustainability, and it is a theoretical approach that has been endorsed by influential authors in the human resource management (HRM) field. In this context, this paper takes the still unexplored opportunity to apply paradox theory to green HRM. In particular, it explores the HRM-related paradoxes perceived by organizations developing environmental sustainability via HRM. Adopting a comparative multiple case study approach, semi-structured interviews and document analysis were conducted in six Italian companies explicitly pursuing an environmental strategy. The findings encompass the main characteristics of the green HRM systems of the organizations analyzed, and a list is provided of eight HRM-related paradoxes perceived by those organizations. For each paradox, we present and discuss its contrasting poles and the components of the HRM system that it affects. The implications of the findings for both green HRM research and practice are presented and discussed

**Esther Martínez-García Joan Sorribes and Dolors Celma (2017)** This article focuses on sustainable development and human resource management (HRM). It analyzes the effects of the economic crisis on corporate social responsibility (CSR) in the management of employees and its determinants and also depicts a

map of job quality for employees in Spain. Results show that the crisis has not changed the overall pattern or map; neither the characteristics of the firm, the employee, or the job that determine the map. Results also point to the fact that employees at the lower end of CSR in HRM practices have been the most affected by hard cost-containment measures applied by firms, such as dismissals. Around one-third of employees have low job quality in nearly all the dimensions analyzed; while two-thirds have higher job quality, but with variability among dimensions. The analysis is conducted for the years 2006–2010, hence comprising pre-crisis and amid-crisis years. Cross-section repeated samples of employees are used, from the Quality of Working Life Survey, which allows us to study the evolution of HRM and CSR.

**Monica Santana, Alvaro Lopez-Cabrales (2018)** This manuscript presents a systematic review of “sustainable human resource management” (HRM), highlighting its major themes and the evolution and tendencies observed in this field. It contributes to the development of this relatively new topic, offering a critical evaluation and identifying the highest-impact research strands. The Web of Science database returned 111 documents spanning the period 1997– 2018, and a conceptual science mapping analysis based on co-word bibliographic networks was developed, using SciMAT as an analytical tool. The motor themes (well developed and important for the structure of the discipline) in the field of sustainable HRM are environmental management, socially responsible HRM, and turnover. Employee engagement is a specialized theme (well developed but less important for the structure of the research field), human resource practices is a basic or transversal theme (important for the discipline but not developed), and sustainable leadership and environmental performance are emerging themes (both weakly developed and marginal to the field)

**Rosalía Diaz-Carrion, Macarena López-Fernández, Pedro M. Romero-Fernandez (2019)** Faced with the need to develop more responsible models of human resource management (HRM), this research aims to develop a measurement instrument that allows the systematic assessment of sustainable HRM systems. The research provides a comprehensive framework of analysis for evaluating HRM sustainability by relying on the sustainability approach. The article proposes an evaluation of sustainable HRM systems per their balanced application of corporate social responsibility (CSR) principles. The research identifies the different CSR dimensions that characterize sustainable HRM systems, creates the measurement instrument, and theoretically—through a Delphi study—empirically validates this measure on a sample of European firms.

**Dr. Usha Daigavane (2019)** In today's era, new strategic approaches for holistic human resource management are needed to cope with knowledge and competence challenges related to new technologies and processes of Industry 4.0. Also, firms are becoming increasingly aware of the importance of social, ethical, and ecological objectives. In addition to financial profit, organizations are setting themselves new goals, focusing on individual, communal, and environmental-friendly performance and development. One of the disciplines that promotes “green” organizations is Sustainable Human Resource Management (SHRM). Sustainable development goals (SDGs) are achieved through the adoption of new ecological techniques by the organization’s human capital and by the integration of innovative sustainable strategies. They define the pattern of planned or emerging HR

strategies and practices intended to enable the achievement of financial, social, and ecological goals while simultaneously reproducing the HR base over the long term. They primarily focus on manufacturing and large-scale service organizations. Due to the continuous automation of simple manufacturing processes, the number of workspaces with a high level of complexity will increase, which results in the need for a high level of education of the staff. And for this, advanced techniques and innovative ideas are required to be used. This paper aims to present the development of a competence model and shows an approach to how companies and human resource management can make use of it to meet rising challenges in Industry 4.0. Also, we will give an overview of the challenges and opportunities that would influence the future of human resource management.

**Nabeel Younus Ansari Muhammad Farrukh Ali Raza (2020)** The rising interest in environmental protection and sustainability has led to the emergence of a new research focus in the human resource management (HRM) field. Scholars in this field have started to investigate how HRM can significantly contribute to achieving sustainable environmental goals and coined the term “green human resource management” (GHRM). Despite the growing interest in studying GHRM, few studies have examined its impact on positive employees' attitudes and behavior in reducing firms' environmental footprint and enhancing business sustainability. Hence, to bridge this research gap, the present study expanded green research streams by investigating GHRM's influence on pro-environmental behaviors (PEBs) through the mediating effect of green commitment. SmartPLS was employed to test the theoretical framework from 342 valid responses. Present research findings reveal that GHRM practices influence employees' green commitment and PEBs. Moreover, the results also suggest that green commitment mediates the relationship between GHRM and PEBs. In the end, theoretical contributions and implications were Discussed

**Moumita Acharyya, Tanuja Agarwala (2020)** Purpose – The paper aims to understand the different motivations/reasons for engaging in CSR initiatives by organizations. In addition, the study also examines the relationship between CSR motivations and corporate social performance (CSP). Design/methodology/approach – The data were collected from two power sector organizations: one was a private sector firm and the other was a public sector firm. A comparative analysis of the variables concerning private and public sector organizations was conducted. A questionnaire survey was administered among 370 employees working in the power sector, with 199 executives from the public sector and 171 from the private sector. Findings – “Philanthropic” motivation emerged as the most dominant CSR motivation among both the public and private sector firms. The private sector firm was found to be significantly higher concerning “philanthropic”, “enlightened self-interest” and “normative” CSR motivations when compared with the public sector firms. Findings suggest that public and private sector firms differed significantly on four CSR motivations, namely, “philanthropic”, “enlightened self-interest”, “normative” and “coercive”. The CSP score was significantly different among the two power sector firms of



public and private sectors. The private sector firm had a higher CSP level than the public sector undertaking. Research limitations/implications – Further studies in the domain need to address differences in CSR motivations and CSP across other sectors to understand the role of industry characteristics in influencing the social development targets of organizations. Research also needs to focus on demonstrating the relationship between CSP and the financial performance of the firms. Further, the HR outcomes of CSR initiatives and measurement of CSP indicators, such as attracting and retaining talent, employee commitment, and organizational climate factors, need to be assessed. Originality/value – The social issues are now directly linked with the business model to ensure consistency and community development. The results reveal a need for “enlightened self-interest” which is the second dominant CSR motivation among the organizations. The study makes a novel contribution by determining that competitive and coercive motivations are not functional as part of organizational CSR strategy. CSR can never be forced as the very idea is to do social good. Eventually, the CSR approach demands a commitment from within. The Organizations need to emphasize more voluntary engagement of employees and go beyond statutory requirements to realize the true CSR benefits

**Nayele Macini, Marlon Fernandes Rodrigues Alves, Luciana Oranges Cezarino, Lara Bartocci Liboni and Adriana Cristina Ferreira Caldana (2020)**

Purpose – The purpose of this study is to analyze sustainable human resources management (HRM) in the Brazilian banking industry and to propose an integrative framework of HRM practices toward sustainability, linking stakeholders to HR systems. Design/methodology/approach – Supported by the stakeholder theory, the research design follows a triangulation of multiple data sources, covering 85% of the national banking industry: (1) annual Global Reporting Initiative sustainability reports, (2) employment tribunal decisions and (3) in-depth interviews with top managers of the Banking Trade Union and the Brazilian Federation of Banks, a trade association. Findings – The analysis reveals various engagement levels across the sustainable HRM dimensions: justice and equality, transparent HR practices, profitability, and employee well-being. However, current practices in all dimensions fall largely behind sustainable standards. An integrative framework of HRM practices is also proposed. Originality/value – The study provides the first integrative framework of sustainable HRM practices in the literature.

**Nataliya Podgorodnichenko, Fiona Edgar, Adeel Akmal (2021)** Evidence-based approaches to management receive support from both academics and practitioners, with momentum for this growing as research-practice gaps widen. Knowledge transmission is central to research-practice gaps with ‘knowledge lost before translation’ and ‘knowledge lost in translation’ identified as two areas of concern. To enhance communication channels between academia and practitioners, these gaps require illumination. This study analyzes research and practice literature connected to the corporate social responsibility/sustainability (CSR/S) and human resource management (HRM) nexus. Findings show there exists broad consensus across this literature about outcomes

(e.g. its salience to employee attraction, retention, involvement with sustainability, and organizational performance). However, when it comes to potential approaches to integration (e.g. mechanisms through which CSR/S and sustainable HRM impact outcomes and the role played by contextual factors), research findings are not being disseminated to the practitioner community. This and other points of disjuncture, along with their implications for research and practice, are addressed in this paper

## PURPOSED OBJECTIVE

- 1) Sustainable HRM and Employer Attractiveness: Employee self-concept can be improved by contrasting an organization with others that are less appealing. This is why an organization's reputation and favorable image help people to define their self-concepts. By vigorously promoting SHRM, an organization aids in developing solid employment relationships, which attracts potential employees and causes them to view the organization as a better place to work with fulfillment.
- 2) Sustainable HRM and Turnover Intentions: The success of any new practice or policy may be assessed by looking at the results. Strong sustainable HRM performance has measurable effects on HRM performance, such as lower employee turnover, improved employee well-being, and an overall rise in employee engagement and motivation. It also supports the achievement of broad sustainability business objectives. To meet performance objectives, organizations have been attempting to innovate with new tactics to snag potential personnel and keep a long-term supply of them. By default, this would lower turnover costs and limit the loss of tacit knowledge.
- 3) Self-concept theory promotes the significance of ethical components in HRM, which have an impact on particular job-related outcomes like employee loyalty, motivation, and turnover intentions. Ethical Leadership and Sustainable HRM. The integrity of executives would promote openness in the business process and aid the company in achieving its sustainability objectives. A longer HR basis is facilitated by ethical workplace behavior, which also improves organizational behavior.
- 4) Employee Voice Behaviour and Sustainable HRM: Understanding employee voice requires first appreciating participative management. Promotive Voice, which offers creative suggestions for organizational development, is concerned with employee input. Promotive behavior must include both a positive voice and discretionary actions.
- 5) Business Sustainability Sustainable HRM and Perceptions: HR is essential for success in organizations that are sustainability-driven. Sustainability should be practiced at every stage of conducting business and should be deeply ingrained across an organization at all levels if it is to become a continuous change process. The objective is to determine whether they have started incorporating SHRM-related subjects into the organizations that they work for and what they think about HR's contribution to an organization's sustainability.

## CONCLUSION

The main objectives of this study are Organizational Sustainability Attitudes and Sustainable HRM: HR is essential to the success of any firm that prioritizes sustainability. Sustainability must be used in all aspects of company operations and ingrained at all levels of an organization to become an ongoing change process. Understanding if they have started incorporating SHRM-related subjects into the organizations that they work for and their perspectives on HR's contribution to an organization's sustainability are the main objectives.

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