

“Role of Human Resource Management in Sustainable Development”

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ABSTRACT:

*Among the accepted four pillars or factors of production, the Human factor also termed as Human Resource is the most important as well as the most complex factor. This factor is undoubtedly the most valuable resource involved in the entire business process. Organisation strength is analysed on the basis of its Human Resource composition. The Human Resource Department headed by the HR Manager is entrusted with the most important task of creating a proper, efficient, well balanced, dedicated and focused workforce. In absence of such a workforce the objective of goal achievement may be a distant venture. The Human resource being the nerve centre for development, its value and productivity can be enhanced through proper investment in Human beings in the form of training, modern motivational techniques etc. The methods are vital for achieving sustainable development of Human Resource. **Sustainable Development** is a joint responsibility of all the people across the organization structure. Sustainable Human Resources Management in a nut shell appears to be a systematic technique and a pattern devised and designed using various long term strategic plans and practices to achieve targeted goals. It is a perspective dealing with rights, duties and interests of present and future workforce and as such includes some healthy all time favorable practices like training, motivation, compensation and enhancing the management techniques involved in recruitment, selection, grievance handling, job enrichment and evaluation etc. which reflects in equitable development, all round well-being and sustainability of organization employees and other stake holders related to it.*

This Research Paper focuses, discusses and highlights some novel ideas of sustainable development in Human Resource management like: Strategic Management, Talent Management, Knowledge management, Cross cultural Management to manage conflicts, Service innovations and Employee retention strategies. These ideas if well managed and implemented can go in a long way in achieving the intended level of activity and perfection on all fronts needed for a vibrant, long lasting organizational structure.

KEY WORDS: Human Resource, **Sustainable Development**, recruitment, selection, grievance handling, Employee retention, Knowledge management, Cross cultural Management

INTRODUCTION:

Among the accepted four pillars or factors of production, the Human factor also termed as Human Resource is the most important as well as the most complex factor. This factor is undoubtedly the most valuable resource involved in the entire business process. The real health and strength of an organisation is visualized at a glance on having a look at its HR resource. The vital resource also termed as the life blood and the backbone of an organisation needs to be created and managed in an expert manner because the HR composition reveals the work structure and strength. To achieve the best results the HR Department must constantly focus on the need, acquisition, and retention techniques of work force. This is because the overall plans and policies of the organisation are to be implemented with the willing and active involvement and cooperation of human resource. Productivity of the organisation is built upon the efficient and effective use of HR. So business units need to maintain good HR at all levels. The Human Resource Department headed by the HR Manager is entrusted with the most important task of creating a proper, efficient, well balanced, dedicated and focused workforce. In absence of such a workforce, the objective of goal achievement may be a distant venture. The Human resource being the nerve centre for development, its value and productivity can be enhanced through proper investment in Human beings in the form of training, modern motivational techniques etc. Once this sector is created with a strong composition of worthy, qualified, sincere, dedicated staff force it becomes all the more essential to retain and save this valuable natural workforce for bringing about sustainable long term development.

Sustainable Development: An insight

- (A) “Sustainable Development is development that meets the needs of the present, without compromising the ability of future generations to meet their own needs”
- (B) Sustainable Development is the organising principle for meeting human development goals while at same time sustaining the ability of natural systems upon which economy and society depend.

Resources that are available must be optimally and wisely used for the equitable development of the structure. The resources must be matched with the needs and their prudent use must be advocated for long run uninterrupted benefits. This will help in shaping a concrete idea of optimum present and future benefits. Methods used and suggested for managing the organizational tasks must be such that when it is put to present use it gives the needed result and it's after effects are also favorable for the future prospects. It denotes that the methods are helpful in the long run, i.e it has a touch of sustainability. Sustainability is always advocated because it proves to be a litmus test in changing scenarios.

Human Resource Management and Sustainable Development:

Sustainable Human Resources Management in a nut shell appears to be a systematic technique and a pattern devised and designed using various long term strategic plans and practices to achieve targeted goals. It is a perspective dealing with rights, duties and interests of present and future workforce and as such includes some healthy all time favorable practices like training, motivation, compensation and enhancing the management techniques involved in recruitment, selection, grievance handling, job enrichment and evaluation etc. which reflects in equitable development, all round well-being and sustainability of organization employees and other stake holders related to it.

Human resource professionals play a pivotal role in creating and implementing sustainability strategies in organizations. Sustainability proves to be most effective when it is integrated and mixed into a company's strategic framework instead of being created as a feel-good exercise for leaders and employees.

HR Management should follow some enhanced procedures and principles in implementing all its functions commencing from Recruitment to selection, training, motivation and morale boosting. If HRM introduces some scientifically proven techniques which can be fool proof and transparent it will help in making task accomplishment a very easy exercise and can prove to be a long run beneficial technique. The real complication arises when staff needs to be recruited and selected and the more complex task is retaining the staff for a longer period. Further HR Department also needs to improve and inculcate new motivational measures for increasing the skill and ability of the staff by providing various stimulants and positive incentives so that they contribute to their optimum.

All functions of HR Department should focus on meeting present day organisational needs which ought to be target oriented along with its continuous use coupled with timely changes and amendments or alterations in work procedures so that it ushers in development at a sustained level.

ROLE OF HRM IN SUSTAINABLE DEVELOPMENT

Role in Recruitment: The very first function of HR is creation of a strong, skilled and dedicated workforce in any organisation for which necessary study and proper decision must be taken regarding number of vacancies in each Department and the time when they need to be filled up. The recruitment process which must be a transparent, accountable one must be based upon actual requirements and the possibility of future vacancy creation. The recruitment method must be cost effective. The sources whether Internal or External must be reliable and authentic so that the procedure can sustain long run effectiveness. While recruiting it becomes imperative on the HR manager to provide proper Job description with enough clarity about the job nature and profile thereby reflecting the sustainability agenda. Recruitment procedure must be designed in such a way that it is followed in accordance with present needs with a scope for further implementation. Recruitment methods should be evaluated and changes made accordingly

Role in Selection: Selection is the process of picking individuals with requisite qualification and competence to fulfill the job needs. It is the process of differentiating between applicants to identify and hire only those people with a higher chance of success in a job. We know Selection is a long process, as it is influenced by several factors like demand and supply of skills in labour market, legal and political compulsions, organisation image and prestige, cost of hiring etc The screening procedure and preliminary test, personality tests with different dimensions Thematic apperception test, Temperament tests, Interest tests, Reliability etc can be implemented in order to hire a proper individual after a final interview. The most crucial decision of selection is to be made from a pool of individuals who clear all the tests and interviews. The skills of HR Manager are put to test here as the candidate selected by him must

prove to be an asset to the unit for a long period. The best candidate hired has greater sustainability as he tries to contribute to maximum. The HR manager must not fall prey to pressure tactics or biased decisions which will negate the chance of sustainable progress.

Role in Training, Development and Talent Management: After completing the customary Orientation and Induction programmes HR Manager must focus on the need for training and development of the selected individual. Training is process of imparting specific skills. Development refers to learning opportunities designed to help employees grow. The Training programme must be designed in a manner in which there has to be input enabling the candidates to acquire new skills, learning theoretical concepts and help gain vision into distant future. Apart from regular training sessions, the HR Manager must also stress on the need to organize sessions to impart and imbibe ethical values, emphasise on attitude changes, adaptability techniques and problem solving abilities. Some novel training sessions highlighting credibility and capacity enhancement can be held so that the trained workforce can bring in sustained staff strength. Training must again be need based and the beneficiaries must be asked to focus on feedback.

Talent Management is related to business success by use of talent and individual knack as a long term competitive management to ensure uninterrupted supply of productive individuals in right job and time. The talented employees need to be retained to provide a healthy work environment.

Role in Motivation and Morale Boosting: Motivation is the process starting with providing some psychological and physiological drives to ward off certain deficiencies or shortcomings in employees. The motivations must be aimed at target. The HR in order to extract work in proper way must make use of certain methods like: creating a friendly atmosphere, work appreciation and recognition, free and frank communication, timely feedback, participative decision making, welfare incentives etc. Every individual is different even in ability and willingness, hence motivation must ensure productive use of resources and make the individual feel that his work is invaluable. Revitalizing him will provide the much needed morale booster. The various financial and non financial methods may be considered for motivating workers. Motivation makes the employee realize his potential and makes him feel that his skill and talent is being recognized and considered. Motivation may bring about long term sincerity and involvement among workers for sustainable progress. **Grievances** regarding work, remuneration, job enrichment and job security also need to be redressed at the earliest so that no grudges remain among the workers. Issues are sorted with amicable solutions arrived at after consultations and reconciliation. Employee morale must be boosted at regular intervals so that the employee feels rejuvenated and refreshed to handle new challenges. These techniques will create a long lasting effect on employee to contribute with full might.

Role of HRM in Knowledge Management: Knowledge Management is a systematic process of taking benefits of intellectual strength and Knowledge assets for self and organizational success. The long term sustainable competitive advantage is to learn faster than your competitors and adjust oneself strategically. The HR Manager must develop, organize, retain and utilize all knowledge directly for organizational uplift. Knowledge Management acts as a driving force for efficiency and effectiveness. Knowledge Management aims to acquire, compile, integrate distribute and reuse the knowledge for overall organisation benefit. Encouragement needs to be given for innovation and dissemination of acquired varied knowledge in long run for multi person benefit. Knowledge Management helps in judicious implementation of intellect and knowledge assets in the long run.

Role of HRM in supporting Innovations: With increasing level of global competition and global market expansion Innovation has been a vital ingredient for organizational survival and growth. Innovation and its importance have occupied a pivotal place in sustainability and profitability. Innovations can be in any sector like introducing new technological concept, new training methods new scientific ways of research and development etc. This can create long run sustainability and induce a feeling of introducing innovative work by individuals and introduce proper implementation techniques.

Role of HRM in Cross Cultural Management intended towards conflict management.

It is an accepted fact that in a situation where individuals from varied environment and backgrounds, tradition and culture, beliefs and values come together there is every scope of conflict in terms of views, methods and group activity. When human beings clash on these sensitive issues it needs to be nipped in the bud, else can boomerang on the organisation itself. Hence the implementation of managing cross cultural conflict has emerged. HR Manager in his capacity has to promote cultural values and procedures to bring about mutual harmony, understanding and unity. This promotes a sense of respect towards one another and cultural unity amongst the staff to avoid any untoward happening. Awareness and sense of acceptability needs to be implemented by the HR Manager to create an amicable,

acceptable atmosphere. Mutual harmony and unity does create a positive sustainable effect on the life of organisation.

Role of HRM in Employee Retention Strategies: Employees who work with full dedication and sincerity always expect that their jobs must be secure and stable. Retaining the employees has now turned to be a very crucial issue for managers worldwide. The employees expect that their contributions should be recognized and they must be adequately rehabilitated. Where an organisation has hired good people, trained and motivated them to perform highly it becomes imperative to retain them for long run benefit of the organisation and individual. Employee turnover has been a serious problem which needs to be rectified by using certain techniques like removing the mismatch of job and person on the job, providing ample growth opportunities, removing the hurdle of lack of trust, support and work stress. Employees can be retained by introducing more schemes of compensation, grievance redressal and removal of unhealthy and unrealistic expectations from both the sides.. All these schemes and efforts by HR Manager can make the employee feel that he is an invaluable asset and that he should remain intact within the organisation. These methods help in sustainable development of the organisation from human resource angle.

Conclusion:

In order to facilitate the progress, growth and development of Individual and Organisation the HR Department has to burn extra oil to keep all the cards intact. For this the Manager has to undertake extra efforts to keep the old as well as new methods of work performance in action. While doing so the Manager must realize that all efforts and work should be focused towards present needs and future prospects. All round efforts by the Personnel Managers results in creation and retention of excellent work force for a secure and stable work culture. The active as well as passive resources must be put to optimum best use so that the Human resource projects and presents itself as a vital ingredient for sustainability, all round development and growth bestowing Organizational and Individual prosperity

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