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Introduction

HR functions are immensely evolving with the passage of time and are designed in such a fashion that various kinds of workforce opportunities and risks can be adequately handled as sustainability maintenance is concerned. The functions of HR have evolved on a global basis as far as sustainability of an organisation and proper initiation of HR work forces are concerned. In other words, it can be suggested that the entire orientation of HRM has gradually evolved and its immense contribution in guaranteeing proper work values to be implemented and executed within an organisation (Boselie *et al.*, 2021). The role of HR and its gradual evolution needs proper analysis to be initiated so that precise understanding of the roles could be acknowledged.

An Analysis of how HR Roles have evolved Over Time

Nowadays, HR is an interactive division that uses advanced platforms to streamline operations as well as enhance information exchange. Management in the executive now understands the importance of human resources, as personnel are no longer considered an expenditure instead as intellectual resources (Cuéllar-Molina *et al.*, 2019). According to Davidescu *et al.* (2020), the purpose of assessments is to deliver constructive criticism as well as recordkeeping with an appraisal system over a specified period of time. They can also be used to clearly communicate the requirements as well as expectations of the position. Through successive periods of the Industrialization, labour movement, modern management, behavioural economics, including interpersonal relationships, the notion of HR has developed. As a result, the phrase recruitment as well as selection has increasingly given way to the notion of HR.

The job of "human resources departments" has altered as a result of the digitization of HR and indeed the youthful employee. Human resource management have a long history which begins in the 1800s whenever occupational security needed by the employees inspecting companies including assisting in the regulation of regular working hours for one labour that would include youngsters. Following a string of protests, the "National Cash Register Co." established a manpower division to deal with complaints. HR even though people currently understand it began with all of this.

Evolution of HRM ...

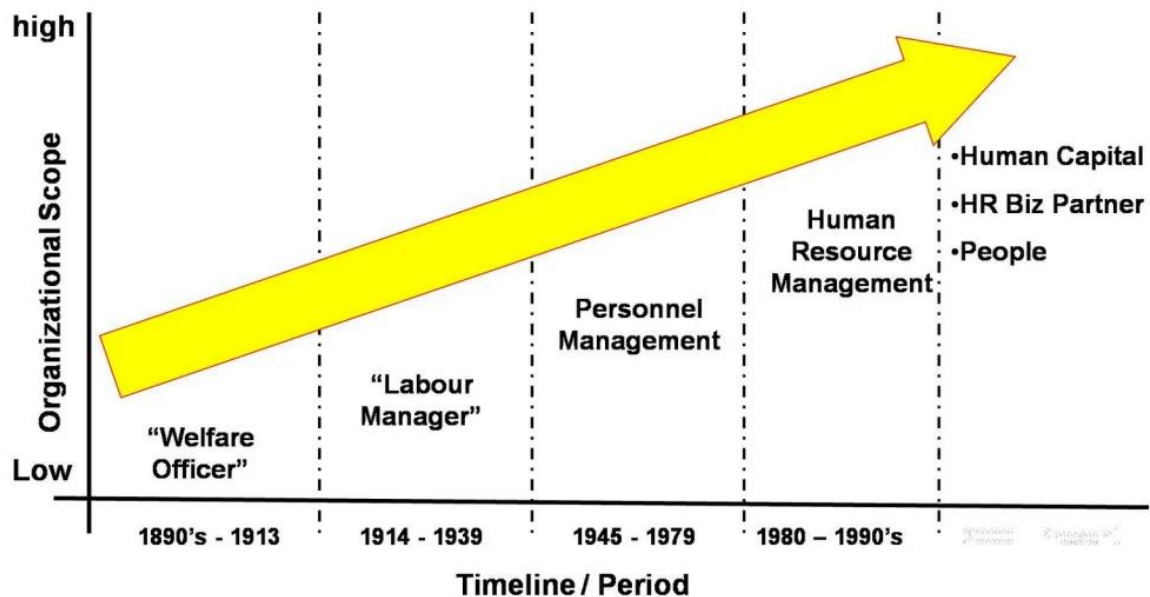


Figure 1- Evolution of the Role of HR

(Source- HRDictionary, 2020)

Knowing the worldview, roles, and different Hrm methods used in various settings is essential in ensuring that appropriate HRM practises are designed for such a present context. Because difficulties in both areas are interconnected, HRM, a management technique, has evolved in tandem with administration. Sustaining hr activities in an institution is referred to as human resource planning, a relatively new term (Zeebaree et al., 2019). As HRM evolves, it incorporates commitment to the organization, people management, labour rights, and employment laws. Historical perspectives on "Human Resources Administration" The term "human resource management" is relatively recent. It was largely used in its current sense after the 1980s. Throughout prehistoric times and for a significant period of the mediaeval era, skilled artisans and crafters dominated commodity production (McCartney et al., 2021). According to Lepak et al. (2019), they made things and then purchased them on the market while using machinery and tools that they possessed. As a result, there was no independent worker or participation at the events. People handled its affairs fully on their own, even with family aid. Many brilliant craftspeople, however, used certain recruited peasant types in addition to apprentices. This shows how the HR function has evolved throughout time.

Chalutz Ben-Gal *et al.* (2019) suggested that Emerging HR choices will be predominantly supported by actual statistics. Research process will be the next step in talent for HR professionals by 2020, after media planning, according to experts' predictions from back in 2017. The next generation of human management already exists when viewed through all of that perspective. Using prompt as well as efficient ways, businesses use monitoring using genuine HR statistics to confirm the existing working environment, maintain workers, as well as recruit young personnel. This is how the role of HR has evolved over time. Companies additionally employ statistics to offer each tool a squad member requires to work at the highest level. (Casuneanu *et al.*, 2020). These included contractual employees, indentured servants, including slaves.

An Analysis of How Context affects the use of Appropriate HRM Worldwide

Internationalisation of HRM, it is the responsibility of the HR group to make every employee feel as if they are members of the same family. The need to take into account cultural variations within as well as outside of the company is a key effect of globalisation on development of human resources (Boselie *et al.*, 2021). Vrontis *et al.* (2022) suggested that, Companies regularly have unique organisational philosophies or methods of doing things, but people also differ in terms of their socioeconomic as well as cultural backgrounds. Cross-cultural adaptability, varying principles of the organisation, varying style of management, plus leadership instability represent the most frequent barriers to efficient HR administration. International business operations necessitate adjustments that take such aspects into account. International employee engagement, security as well as protection, comprehending differences as well as cultural concerns throughout the world, adaptable compensation practices, psychological empowerment, including administering internship programs are just a few of the challenges (Liboni *et al.*, 2019). To enable people in distant regions to collaborate with international team members, HRM must embrace technology innovations. Foreign businesses who adopt global HRM systems therefore benefit from a wide range of competitive opportunities in addition to the coming, the distant employees' collaboration will provide greater outcomes.

A nation's labour regulations significantly impact how globalisation affects Workforce planning. The minimum hourly wage in Canada, for instance, will be different from that found in the US. Australia as well as China have different laws on employment wages as well as compensation, primarily for the same reason. The local labour regulations will establish the required operating time in Singapore, India, Britain, as well as Hong Kong (Van Harten *et al.*, 2021). As opined by Christofi *et al.* (2022), corporations who hire foreign workers may attest to the quick change in hiring characteristics. Various nations go by various aliases including using higher standards for judging degrees plus certificates. For instance, if anybody is looking to recruit someone for a profession where the minimum qualification needed is an MBA. First from the name of something like the degree towards the evaluations or credits granted in the program, the manner of assessment for the Master degree will differ from nation to nation. Employers must prepare their staff to work with various offices around the world in several nations. As a result, the HRM department should develop particular communication plans that take into account telecommuters in order to ensure synchronised synchronisation throughout the various national corporate headquarters (Jabbour *et al.*, 2019). In reality, the globalisation of “human resources management” necessitates that “Human resource departments” create unique plans for attracting, educating, keeping, as well as engaging inspiring immigrants.

The globalisation of everything in the world requires that HR practises do likewise. The important book Human Resource Management in a Global Context by Robin Kramar and Jawad Syed addresses these subjects. It offers a broader view by integrating case studies from areas including continental Europe and the Asia-Pacific. Corporate management in general and HRM in particular have had to adjust as the demand for flexible employment has grown. Performance management and reward management must be combined in order to make people feel valued and recognised. Context affects how successfully HRM is used worldwide. HRM may assist people manage their time and ensure they are caring for their well-being. An organisation pays a high price in terms of absenteeism and stress at work when flexible working is ignored. As large, global organisations make the move to the digital era, HRM need a consistent internet connection and access to secure digital information storage. There are security issues related to who has access to the growing network of coordinated global HRM systems. In uncertain times, the demand for and supply of human resources may face sudden changes. Therefore, the information presented above clearly shows that context affects the use of appropriate HRM worldwide.

Critical Discussion on how to sustain the sustainability agenda

A company's ability to effectively manage and sustain its human resources is the cornerstone for future growth and success (HRM). As per Mohiuddin *et al.*, (2022), sustainability is a basic HRM principle that improves organisational performance, helps businesses reach their goals, lessens harm to stakeholders, improves business results and helps to sustain the sustainability agenda. As well as increasing the welfare of present and future generations, it has to do with preserving cultural standards. According to Reis and Melão, (2023) the term "HR sustainability" describes a set of procedures that businesses must follow in order to keep up access to a skilled labour force, with the goals being their moral obligations and social or labor-related commitments. Saz-Gil *et al.*, (2020), in developing HR strategies and to sustain the sustainability agenda, it is important to take into account both the needs of stakeholders and the interests of the workforce. Sustainability's ultimate objective is to inspire the organisation to achieve remarkable levels of economic, social, and sustainability reporting.

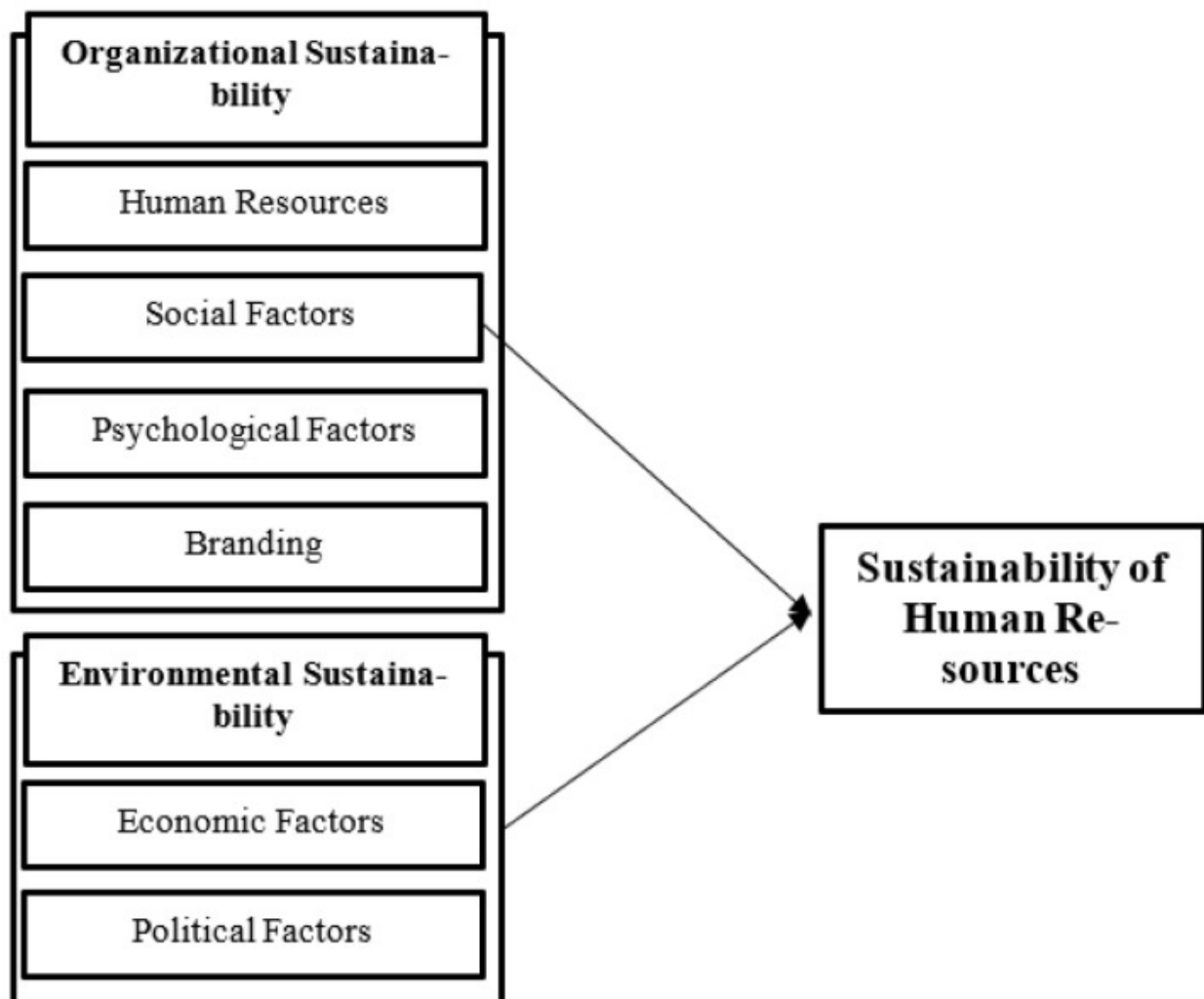


Figure 2: Factors that have an impact on the long-term viability of HR

(Source: NCBI, 2023)

Human resources are viewed as being the most important component of an organisation's competitive advantage (HR). The connection between human resources is significantly impacted by sustainability, both conceptually and practically. Stone *et al.*, (2020) opined that HRM sustainability is crucial for organisations due to the ageing population, a scarcity of human resources, and a rise in occupational health problems. Stahl *et al.*, (2020) urges that to stop the harmful effects on the environment, a collection of skills, drives, convictions, and trust known as HR sustainability was created. Welfare, development, and justice are all included in this concept. This notion encompasses welfare, development, and justice. Stakeholders within and outside of a firm may work together to achieve its financial, societal, and environmental goals by utilising sustainable HRM techniques.

The primary focus is on examining the elements that affect university staff members' long-term human resource management. For businesses to compete globally, sustainable HRM is essential. As per Longoria *et al.*, (2021), HEIs can demonstrate that they have contributed creatively and sustainably to the transportation, service, and manufacturing industries by creating research and education departments. As a result of their work in research, education, and stakeholder engagement, HEIs are essential to the achievement of sustainability. On the other side, knowledge creation, skill improvement, motivation, and trust-building are some of the internal goals of institutions. The sustainability of HRM may be impacted by organisational and environmental factors.

The sustainable agenda of a firm to survive hinges on how well its professionals are appreciated, recognised, and developed. Shaban (2019) states that the following five strategies, which HRM sustainable agenda can put into practise to support organisational sustainability: organisational reform (ethics and culture), professional institutions and processes (recruitment and rewards), organisational professional growth and training (education and raising capacities), and employee participation and consultation (innovation). Karman (2020) mentions that maintaining the organisation's HR' sustainable agenda and putting an emphasis on appropriate interactions with regard to stakeholder expectations are connected to the development of sustainable HRM approaches. Businesses could perhaps endorse sustainable development in order to promote environmentally responsible behaviour among their staff members and students as well as to manage and reduce the negative environmental effects of their operations.

The outcome of this discussion is as follows: Wang *et al.*, (2021) states that various psychological elements, such as job stress, anxiety, and attitude, may have an influence on

the sustainability agenda. Pham (2020) opined that a positive reputation in the opinion of prospective workers might provide a lasting competitive edge in the HR business in the context of a sustainable agenda. This however builds a strong organisation that can accomplish its social and economic goals. Employees have a higher likelihood to be committed if they can connect their personas to the organisational goals.

Reflection on understanding sustainability HRM practices

The reflection on learning can be initiated with the help of Gibbs's reflective cycle and its steps are illustrated in the below figure:

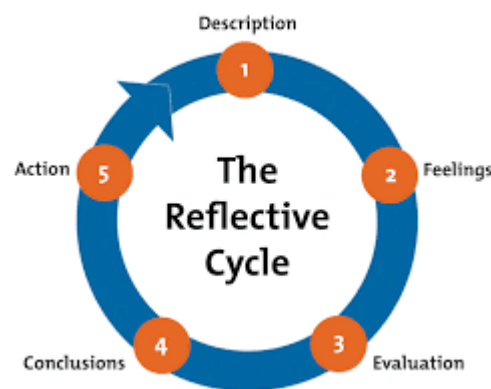


Figure 3: Gibbs Reflective Cycle

(Source: Emerald Works Limited, 2022)

The aspects are discussed below:

Description- I have learned to understand that sustainable HRM practices can only be initiated by understanding the importance of communication and realising the strength of the employees and dividing the work (McCartney *et al.*, 2021). Significantly, I have learned that amidst any complicated scenario, it is immensely important to ensure that all the aspects of an employee's strengths and weaknesses are to be articulated and emphasised in the right manner so that proper tasks can be allocated and effective organisational goals can be achieved.

Feelings- I have learned in a significant manner that all the aspects of the experiences that have been gathered while playing the role of HRM are crucial in ensuring that better responses can be attained and executed altogether for the betterment of the organisation. In other words, the requirement of determination and realising the aspects that need to be improved among the employees, sustainability in the HRM practices are to be executed in a significant manner as that will certainly help the aspects of organisational practices to sustain altogether (Otoo, 2019). I sufficiently understood that the entire need was to focus on the way through which evidently all the aspects of the business were to be controlled in an adequate

manner so that only the best approaches could be implemented for the betterment of employees and thereby, enhancing organisational values.

Evaluation- After experiencing all the aspects that are significantly available in the HRM dimensions, I realised the immense need of going through suggestive ways through which communication skills have to be maximised for the employees so that any instances of chaos does not at all take place within the company significantly (Mazurchenko and Maršíková, 2019). The evaluation of the HRM roles has significantly identified the fact or the manner through which proper work can be commenced with proper collaboration of employees and supervisors.

Analysis- Proper analysis have quite well determined that working on the issues that are being experienced by the employees at large with regards to the work-life balance and workload, needs proper handling to ensure that the sustainability in HRM can be guaranteed altogether (Rodríguez-Sánchez *et al.*, 2020). This I understood from proper analysis

Conclusion- Right after all the experiences that have been gathered, I understood all the aspects of suggesting or rather presenting the ways through which the entire sustainability of HRM role (Kelliher *et al.*, 2019). It can be enhanced by entering into proper communication with the employees and comprehending the organisational goals.

Action plan

<i>Specific</i>	<i>Achievable</i>	<i>Resource</i>	<i>Time</i>
Communication - I need to get better at communicating.	This competency must be improved by at least 70% as compared to existing standards.	• Website programmes • Watching YouTube videos • Books • Communication-related blogs. • Quiz	2 weeks

Conflict resolution - I must improve my ability to manage disagreements.	This skill should be competent in achieving a target of 90%.	• Self-Evaluations for Conflict Resolution. • Communication Methods for Resolving Conflicts. • Dispute Resolution Techniques	3.5 weeks
Building of teams - I have to improve my team-building skills.	Progress on the indicated skill should be made up to 80%.	• Utilising tools to facilitate collaboration • Promoting and encouraging innovation	30 days

Table 1: Action plan
(Source: Self-developed)

Conclusion

According to the explanation above, HR has control over how quickly performance management happens since it is involved in every aspect of a company's operations. Both access to secure online data storage and a dependable internet connection are necessary for HRM to operate. The major goal of sustainability is to inspire businesses to report on issues related to the economy, society, and sustainability at a level that has never been done before. Sustainable HRM is essential for organisations to compete on a global scale.

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