

LCMB7000

HUMAN RESOURCE MANAGEMENT

NIVEDITHA MOHAN

2218283

Year-2023

Table of content

● Introduction	2
● Evaluation of continuous change of HR roles over time	3
● Evaluation of context affecting the implementation of sustainable HRM globally	6
Environmental factor	7
Social factor	7
Economic factor	7
● Process of sustaining the sustainability agenda	7
Organisational Culture:	8
Management:	9
HR professionals:	9
● Reflection	10
Description:	10
Feelings	10
Evaluation	10
Analysis	11
Conclusion	11
Action plan	12
● Conclusion	13
References	14

- **Introduction**

Sustainability in the HR Department has become very important for maintaining the balance of social, environmental and economic conditions of the global market. Therefore, the assessment of the factors affecting the sustainability of HR is necessary to analyse the drawbacks and find out effective solutions for keeping sustainability intact. This study will demonstrate further how the roles of the HR department have evolved gradually over time and what are the growing influences of sustainable HR. It will also focus on the benefits and provisions that the employees have started getting nowadays from the HR department. The interconnections of the factors affecting sustainability in HR management will also be discussed. The evaluation is going to help organisations adopt the sustainable HR Management process. The purpose of the assessment would be to find out the effective solutions for evolving the positive influences of sustainable HR management as much as possible. Thus it will help the global market to maintain overall sustainability in their respective business organisations. It will also include a reflection on the possible ways to position and increase the growing influences of sustainable HRM.

- **Evaluation of continuous change of HR roles over time**

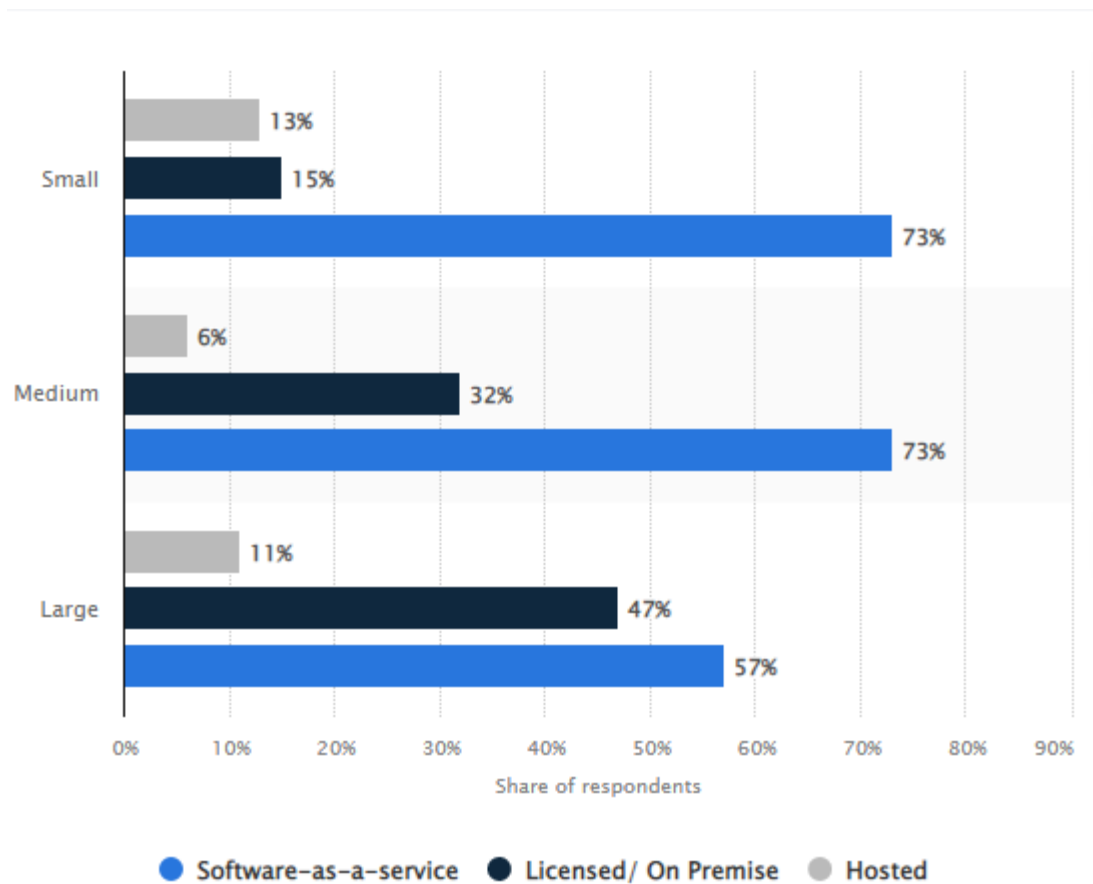


Figure 1: Distribution of Human Resource Management Systems worldwide in 2019

(Source: Statista Research Department 2022)

The gradual distribution of the various operations in the HR department has been shown above in the graph derived from the report of Statista Research Department 2022. In the year 2019, around 47% of large-sized business organisations were found to possess a licensed HRMS, and 57% of the companies used software-based services for the HR department. According to McCartney *et al.* (2021), the roles and responsibilities of HRM have been changed successively from time to time in every business organisation. The primary role of HR is associated with maintaining effective and accurate communication between all the members of the hierarchy in a business organisation. The HR department is also responsible for the overall management of the employees to execute the business operations efficiently. The role of HR widely covers all aspects of a business concern, and it regulates employee engagement accordingly (Herrera *et al.*, 2020).

However, the work process of the HR department that prevailed in previous times has evolved in various ways as per the trend of business operations. In accordance with Al jafa Hasan *et al.* (2021), in Accenture Solutions Company, previously, The primary roles of HR used to be compiling the contracts of the employees, and HR would also take care of the security and benefits of the employees. In present days, the main objective of the HR department is not only outsourcing the employees through interactive communication but also searching for talented resources from the market. It has helped HR to build up a zone of talented resources to fill up the vacancies. As per the view of Mann (2023), Previously, the process was about onboarding new employees as per the vacancies available. At the same time, HR used to conduct exit interviews for the leaving employees. Presently the department has adopted some strategic plans for incorporating the best resources in the core departments of the business organisation (Tien *et al.* 2021). Employee engagement has also been prioritised by the HR department for attracting and retaining talented employees. Though previously there was provision for the wellness of employees at the workplace yet the system took much work to opt for. There were several issues the employees had to face in case of any injury happening at the workplace. They could not get the compensation or treatment so intensely in formal ways. There were also some issues regarding the increment of the employees' payment and pension-related complications that took time to resolve. Nowadays, business executives have realised that the more the entire workforce is happy and healthy, the more productive the employees will be. That is why there have been quite a few benefits and facilities provided by HR to the employees in terms of their health and safety. Personal counselling on employees, sourcing the health care professionals for the health check-up of the employees and celebrating general staff wellness days have been a few instances of benefits that the employees get from the HR department of their companies.

As per the view of Varga *et al.* (2021), the remuneration of employees is always discussed individually by the HR department to maintain a fair negotiation. The department also negotiates medical and pension schemes for the benefit of the employees. There are also some loyalty programs coming up in favour of the employees of the organisations. For example, the **Bluebeard** brand has started a **Reward Program** for their employees. Similarly, another brand called **Snappy** has come up with **Employee Recognition Gifts** for their employees that include **International trips, Local cooking classes** and so on, as per the performance of the employees (Alshurideh *et al.*

2020). Herein the HR department has started negotiating with the brands for loyalty points and discounts for employee benefits.

According to Bhardwaj *et al.* (2020), There have been several laws and legislation executed by the governments for the benefit of the employees of the organisations. The Labor Laws and General Data Protection Regulations act are a few examples of legislation which must be complied with by the HR department. The implementation of Artificial Intelligence has played a vital role in conducting training programs, recruitment of staff, and conveying appraisals to employees. The HR department has started various internships for the improvement of their employees, where they go through Psychometric Assessments to identify and evaluate the strengths and weaknesses of the employees (Shrotryia *et al.* 2019).

- **Evaluation of context affecting the implementation of sustainable HRM globally**

According to the view of Chams *et al.* (2019), there are mainly three factors which are becoming the setbacks for the successful implementation of sustainable HR management; Environmental, Economic and Social. The purpose of implementing sustainability in HR management is to maintain sustainability in the access of the workforce and to look after the ethical obligations to the employees as well as the society. The factors are discussed below.

Environmental factor

The usage of different natural resources like electricity and paper has caused a negative impact on the sustainability of the HR department in business organisations. The excessive usage of paper would passively cause deforestation and disorder in the global climate. Therefore Industry 4.0 technology has been adopted by leading organisations to keep sustainable HR management intact. The digital mode of communication would be a better option for maintaining sustainable HR management (Davidescu *et al.* 2020).

Social factor

The social factors affecting sustainability in HR management include the discrimination between castes and communities. It negatively affects the consultation and involvement of the employees in an organisation while they are supposed to be working towards the same goal. An unbiased

recruitment is also needed so that no individuals from any minor communities get deprived of having their talents and skills acknowledged by the organisations. A Green HRM initiative needs to be taken to maintain an environment-friendly atmosphere in business organisations as well as in the HR process (Amrutha *et al.* 2020).

Economic factor

As per the view of Opatha (2019), there are several economic factors which impact the sustainability of HR management Labor, Capital, entrepreneurship and so on. The recession is the most significant setback that hinders the promotion and implementation of sustainable HR management. The general rate of inflation is another crucial economic factor that affects sustainable HR execution.

- **Process of sustaining the sustainability agenda**

The rising globalisation of the international economy has necessitated the development and implementation of a sustainable HRM system in organisations around the UK. Regardless, there still needs to be more agreement on how to continue the sustainability objective of HRM systems in various organisations. There are different factors that contribute to the process of sustaining the sustainability agenda of HRM in different organisations.

Organisational Culture:

Organisations in the UK must be aware that their culture has a substantial influence on their capacity to sustain the sustainability agenda of their HRM systems. Organisations with a strong sustainability attitude are more likely to be successful in implementing sustainable HRM practices. The organisational culture may be characterised as the employee's shared values, views, and attitudes (Arif *et al.* 2019). A sustainable culture may be built by encouraging employees to participate in green activities and recognising them for their efforts. Organisations must also consider the environmental effects and strive to make their operations as sustainable as possible.

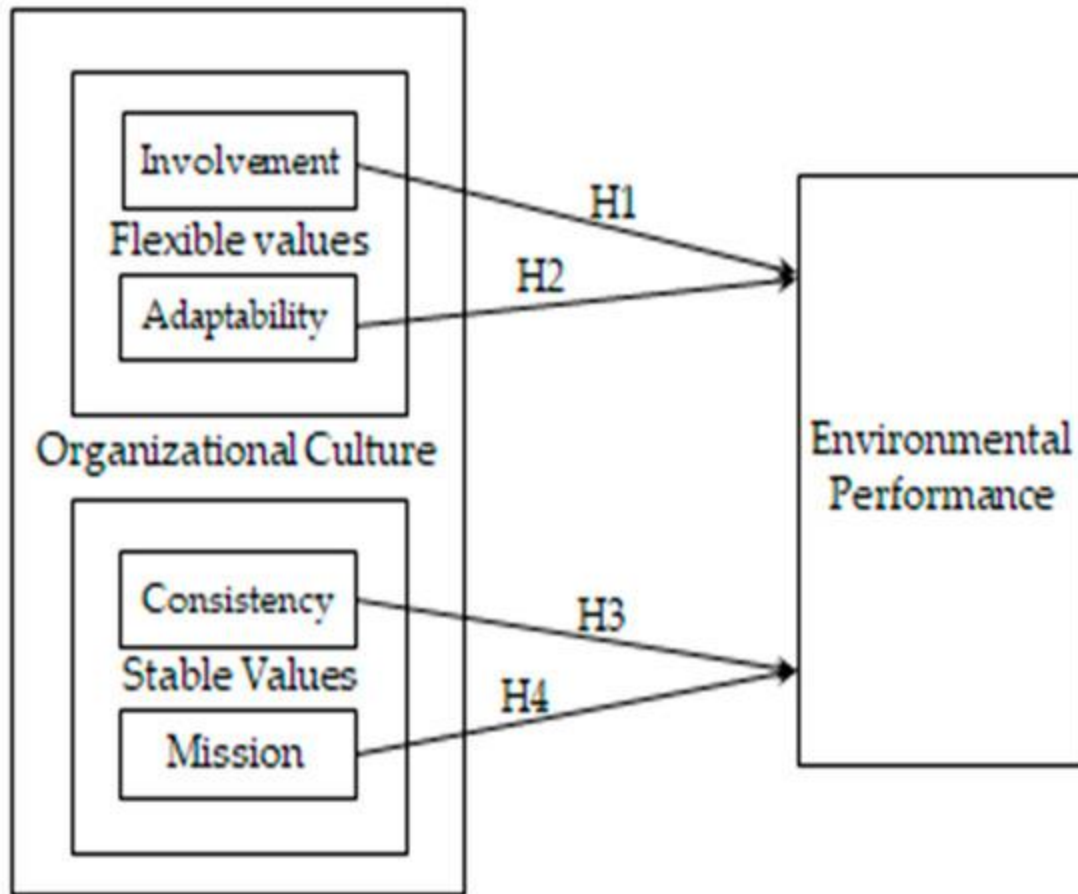


Figure 2: Relationship between Organizational Culture and Environmental performance

(Source: Bakhsh Magsi *et al.* 2018)

In the above graph, the organisational culture of consistency, mission, involvement, and adaptability can significantly boost the environmental performance of the employees of an organisation.

Management:

The involvement of management in upholding the sustainable HRM system is critical in various organisations. Managers must understand the importance of sustainability and be prepared to demonstrate their commitment to it through their actions. This might involve supporting green projects, encouraging staff to participate in sustainable activities, and creating environmental goals for an organisation. Managers must also ensure that long-term policies are in place throughout an organisation and that all employees are aware of them.

HR professionals:

HR professionals play a significant part in the process of preserving the sustainable agenda of the HRM system. HRM professionals must ensure that sustainable practices are integrated into the organisation's recruiting and selection processes and that workers are encouraged to participate in sustainable activities. HR professionals should also guarantee that workers' performance is reviewed and that proper rewards and incentives are provided for long-term practices.

Moreover, Along with ensuring compliance with appropriate ethical standards, the HR professional must also ensure compliance with applicable labor laws and regulations. A diverse and inclusive workplace culture where all workers are appreciated and treated equally must also be a goal for them. This entails creating and putting into practise policies and initiatives that support inclusion, equity, and diversity. The HR specialist must also guarantee that the company is appropriately ready for any foreseeable dangers and disasters (Liboni *et al.*, 2019). This entails taking part in risk-management tasks, including creating emergency response plans, giving employees safety training, and creating business continuity plans. The HR professional must also guarantee that HRM systems are current and compliant with the most recent business trends and best practices.

Furthermore, As per the view of, Lopez-Cabrales, and Valle-Cabrera, (2020), several actions can be taken by organisations to ensure the long-term effectiveness of sustainability efforts. First, firms should develop a clear and coherent sustainability plan that specifies the organisation's sustainability goals and the procedures necessary to attain them. Organisations must also ensure that their HRM procedures and policies are in line with this plan. This involves providing staff with training and incentives to encourage sustainable behavior, evaluating and updating HRM procedures and policies on a regular basis, and ensuring compliance with environmental standards. Furthermore, firms must guarantee that their staff is engaged and dedicated to the goals of sustainability. This involves communicating and teaching staff about sustainability objectives, creating clear expectations for sustainability performance, and offering incentives for employees to engage in sustainable activities.

However, the process of preserving the sustainability agenda of HRM systems in various businesses is complex and necessitates the consideration of a number of factors. The involvement of the organisation's culture, management, and HR employees are all vital in this process.

Organisations should ensure that sustainable practices are integrated into their recruiting and selection processes and that workers are encouraged to participate in their assigned work and contribute to the sustainable goal of an organisation.

● **Reflection**

Description:

Sustainable HRM is the practice of incorporating social, environmental, and economic factors into people's management procedures and choices. Recruitment, selection, performance behavior, training and development, reward and recognition, and succession are all part of sustainable HRM. It also entails incorporating corporate social responsibility into HRM.

Feelings

When I first learned about sustainable HRM, I was delighted because it might help firms become more sustainable. I also felt a feeling of duty since I knew I had a significant role to play in organisations' adoption of sustainable HRM.

Evaluation

After investigating sustainable HRM, it might be a valuable tool for firms to become more environmentally and socially responsible. I also saw it as a valuable tool for engaging staff and improving their performance. Also, I have identified the critical skills and expertise required to successfully implement sustainable HRM programs in firms. Furthermore, upon conducting the study, I discovered certain flaws in my research, time management abilities, and problem-solving skills, which can be mitigated in order to conduct a more thorough study and gain more appropriate results.

Analysis

Following more study, I discovered the main components of sustainable HRM, such as the incorporation of better company culture, the adoption of ethical recruitment procedures, and management participation in motivating people. I also recognised some of the possible benefits of sustainable HRM, such as enhanced employee engagement, performance, and sustainability. As previously mentioned, I have identified certain lacks in my research and time management capabilities while conducting this study, and these abilities can be crucial in the successful accomplishing of any research work. Research skills assist in identifying the problem, collecting data, analysing the evidence, and making informed judgments. Research also aids in identifying

the target audience and their specific demands (Hendriarto *et al.* 2021). Time management guarantees that the research project is finished within the time range set. It also aids in determining the most appropriate measures and activities to do in order to accomplish the intended objective. Time management also helps to limit the possibility of delays and diversions during the research (Alvarez Sainz *et al.* 2019). Researchers may ensure the success of their research projects by integrating research with time management. To guarantee that all objectives are satisfied, the research project must be planned and managed. Furthermore, Researchers can detect, evaluate, and resolve problems that develop throughout the study process with the use of problem-solving techniques. Additionally, problem-solving solid abilities can also aid researchers in better time and resource management, resulting in quicker and more effective research projects. Additionally, having problem-solving abilities can aid researchers in comprehending the context of their research, which will result in more accurate findings. In the end, having problem-solving abilities can make researchers more productive in their work.

Conclusion

I recognised that in order to succeed in this endeavor, I needed to have a thorough awareness of the organisation's aims and objectives, as well as a thorough understanding of sustainable HRM concepts and practices. In addition, I must be able to effectively interact with all stakeholders and involve them in the process. Finally, I must be able to create and implement effective methods to guarantee that sustainable HRM is implemented successfully.

Action plan

Skills	Measures	Tools needed	Time needed
Researching skills	I will improve my research skills by engaging in more research work and with the help of internet coaching and mentorship.	Internet connection, pen, and paper	I wish to enhance my research skills by 2 months
Time management skills	I will strengthen my time-management skills by scheduling all my tasks in a limited time and accomplishing it. Furthermore, I will take help from online mentors.	Internet connection, pen, and paper	I wish to enhance my time-management skills in 3 months.
Problem-solving skills	I will strengthen my problem-solving skills with the help of critically evaluating situations from every angle and with the help of online tutors and mentors.	Good internet connection, a pen and a paper	I wish to increase my problem-solving ability in 5 months.

- **Conclusion**

According to studies on the variables influencing the sustainability of HR management, there are a number of critical variables that impact whether HR management projects are successful or unsuccessful. These include having a firm grasp of the organisation's goals and mission, a dedication to investing in employee development, the capacity to attract and keep the most extraordinary talent, a supportive and engaging work culture, and helpful management within the organisation that is dedicated to contributing to the overall success of the organisation as well as a sustainable HRM system. The study also showed that focusing on employee engagement and satisfaction, as well as good communication is essential for the efficient application of HRM practices.

In conclusion, a variety of factors affect how long HRM will be effective. These include the capability to hire and retain the finest people, an explicit knowledge of the organisation's vision and goals, and a dedication to investing in employees and training. HR management is an essential component of every business and must be well managed to ensure long-term success. In order to guarantee that their HRM is sustainable, organisations must make sure they have the appropriate employees, procedures, and resources in place. If this is not done, productivity, employee happiness, and, ultimately, company performance may all suffer.

References

- Al jafa Hasan, J.F. and Várallyai, L., 2021. The role of agile management in HRM environment change. *Journal of Agricultural Informatics* (ISSN 2061-862X), 12(2), pp.37-45. Available at: https://www.academia.edu/download/67656334/606_2152_2_PB.pdf (Accessed on: 13th February 2023).
- Alshurideh, M., Gasaymeh, A., Ahmed, G., Alzoubi, H. and Kurd, B., 2020. Loyalty program effectiveness: Theoretical reviews and practical proofs. *Uncertain Supply Chain Management*, 8(3), pp.599-612. Available at: <http://growingscience.com/beta/uscm/3934-loyalty-program-effectiveness-theoretical-reviews-and-practical-proofs.html> (Accessed: February 13, 2023).
- Alvarez Sainz, M., Ferrero, A.M. and Ugidos, A., 2019. Time management: skills to learn and put into practice. *Education+ Training*, 61(5), pp.635-648. Available at: <https://doi.org/10.1108/ET-01-2018-0027> (Accessed: February 13, 2023).
- AM, E.N., Affandi, A., Udobong, A. and Sarwani, S., 2020. Implementation of human resource management in the adaptation period for new habits. *International Journal of Educational Administration, Management, and Leadership*, pp.19-26. Available at: <http://harpressid.com/index.php/IJEAMaL/article/download/4/3> (Accessed on: 13th February 2023).
- Amrutha, V.N. and Geetha, S.N., 2020. A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, p.119131. Available at: <https://www.sciencedirect.com/science/article/pii/S0959652619340016> (Accessed: February 13, 2023).
- Arif, S., Zainudin, H.K. and Hamid, A., 2019. Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction of Performance Principles of Senior High School in Medan City. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 2(4), pp.239-254. Available at: <https://doi.org/10.33258/birci.v2i4.619> (Accessed on: 13th February 2023).
- Bakhsh Magsi, H., Ong, T.S., Ho, J.A. and Sheikh Hassan, A.F., 2018. Organisational culture and environmental performance. *Sustainability*, 10(8), p.2690. Available at: <https://doi.org/10.3390/su10082690> (Accessed: February 13, 2023).

Bhardwaj, G., Singh, S.V. and Kumar, V., 2020, January. An empirical study of artificial intelligence and its impact on human resource functions. In 2020 International Conference on Computation, Automation and Knowledge Management (ICCAKM) (pp. 47-51). IEEE. Available at: <https://ieeexplore.ieee.org/abstract/document/9051544/> (Accessed: February 13, 2023).

Chams, N. and García-Blandón, J., 2019. On the importance of sustainable human resource management for the adoption of sustainable development goals. *Resources, Conservation and Recycling*, 141, pp.109-122. Available at: <https://www.sciencedirect.com/science/article/pii/S0921344918303719> (Accessed: February 13, 2023).

Davidescu, A.A., Apostu, S.A., Paul, A. and Casuneanu, I., 2020. Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), p.6086. Available at: <https://www.mdpi.com/782664> (Accessed: February 13, 2023).

Hendriarto, P., Mursidi, A., Kalbuana, N., Aini, N. and Aslan, A., 2021. It understands the Implications of the Research Skills Development Framework for Indonesian Academic Outcomes Improvement. *Jurnal Iqra': Kajian Ilmu Pendidikan*, 6(2), pp.51-60. Available at: <https://doi.org/10.25217/ji.v6i2.1405> (Accessed: February 13, 2023).

Herrera, J. and de las Heras-Rosas, C., 2020. Corporate social responsibility and human resource management: Towards sustainable business organisations. *Sustainability*, 12(3), p.841. Available at: <https://www.mdpi.com/624492> (Accessed on: 13th February 2023).

Liboni, L.B., Cezarino, L.O., Jabbour, C.J.C., Oliveira, B.G. and Stefanelli, N.O., 2019. Smart industry and the pathways to HRM 4.0: implications for SCM. *Supply Chain Management: An International Journal*. Available at: <http://dx.doi.org/10.1108/SCM-03-2018-0150> (Accessed on: 14th February 2023).

Lopez-Cabrales, A. and Valle-Cabrera, R., 2020. Sustainable HRM strategies and employment relationships as drivers of the triple bottom line. *Human resource management review*, 30(3), p.100689. Available at: <https://doi.org/10.1016/j.hrmr.2019.100689> (Accessed: February 13, 2023).

Mann 2023, I.S., RECRUITMENT AND ONBOARDING FOR A DYNAMIC ORGANISATION. Available at:

https://www.irjmets.com/uploadedfiles/paper/volume3/issue_5_may_2021/10821/1628083436.pdf (Accessed on: 13th February 2023).

McCartney, S., Murphy, C. and McCarthy, J., 2021. 21st century HR: a competency model for the emerging role of HR Analysts. *Personnel Review*, 50(6), pp.1495-1513. Available at: <https://www.emerald.com/insight/content/doi/10.1108/PR-12-2019-0670/full/html> (Accessed on: 13th February 2023).

Opatha, H.H.D.N.P., 2019. Sustainable human resource management. Sri Lanka: Author. Available at: https://www.researchgate.net/profile/Henarath-Opatha/publication/330421801_Sustainable_Human_Resource_Management_Expanding_Horizons_of_HRM/links/5c3f240b458515a4c72a6773/Sustainable-Human-Resource-Management-Expanding-Horizons-of-HRM.pdf (Accessed: February 13, 2023).

Published by Statista Research Department and 6, J. (2022) Human Resource Management Systems (HRMS) distribution worldwide by organisational size 2019, Statista. Available at: <https://www.statista.com/statistics/1085422/hrms-distribution-organizational-size-worldwide/> (Accessed: February 13, 2023).

Shrotryia, V.K. and Dhanda, U., 2019. Content validity of assessment instrument for employee engagement. *Sage Open*, 9(1), p.2158244018821751. Available at: <https://journals.sagepub.com/doi/pdf/10.1177/2158244018821751> (Accessed: February 13, 2023).

Tien, N.H., Jose, R.J.S., Ullah, S.E. and Sadiq, M., 2021. Development of human resource management activities in Vietnamese private companies. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(14), pp.4391-4401. <https://turcomat.org/index.php/turkbilmat/article/download/11311/8753> (Accessed on: 13th February, 2023).

Varga, S., Mistry, T.G., Ali, F. and Cobanoglu, C., 2021. Employee perceptions of wellness programs in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(10), pp.3331-3354. Available at: <https://www.emerald.com/insight/content/doi/10.1108/IJCHM-12-2020-1417/full/html> (Accessed on: 13th February 2023).

