



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Student Name: Patel ForambenRakeshbhai

Student ID: 2215766

LCMB700: Human Resource Management

ASSESSMENT 1: INDIVIDUAL REPORT

Lecturer : Prof Dennis Pepple

Table of Contents

Introduction.....	3
Change over time	3
Context.....	5
Sustainability.....	7
Reflection	8
Conclusion	10
References.....	11

Introduction

Sustainable HRM can be considered as the adoption of different HRM practices and strategies that can enable the achievement of ecological, social and financial goals. The major impact can be seen both inside and outside of organizations with the effective implementation of sustainable HRM. The main functions of HRM include job analysis and job design along with hiring, selection, and providing training to employees. The topic of the study is important as the majority of organizations are moving towards sustainable HRM for achieving market competitiveness. This study is about maintaining sustainability in the areas of HRM in organizations. HR roles are the primary concern to manage the different roles and management from the global perspective. Besides that, it becomes a sustainable global tactic to influence the organisational growth and maximise the company's revenue. Thus, in this context, the sustainability and reflection of the "HRM practices" are addressed.

Change over time

Personnel management in the areas of HRM can be considered an administrative practice in organizations and firms that can capable of overseeing the recruitment process, support as well as organization of certain employee positions. As per the opinion of Brunetto and Beattie (2020), the roles of HRM have evolved over time, at first; there is a welfare office from 1890-1913. The term manager came into the business environment during the period 1914 to 1939. Personnel management came between 1945 and 1979. Finally, HRM was founded during the period between 1980 and 1990. HRM then evolved to strategic HRM from 2000 till the present day and sustainable HRM can come in place of strategic HRM in future. As per the views of Farndaleet *al.* (2020), personnel management is capable of focusing on the recruitment of appropriate candidates for particular job roles. It can be added that certain responsibilities are performed by HRM departments in organizations such as paying attention to the well-being and health of present employees and others.

The roles of HR in organizations are employee training, employee development, benefits and compensation, managerial relation, employee engagement and communication and so on. The HRM department plates a crucial role in the progression of the business of a company. In the present era, the HRM department has focused on improving employees' engagement with the company as well as strengthening the work culture for employees. It has been observed that the HRM department is changing its strategy focusing on the company to improve employee

engagement. Hence, the HRM department has switched its strategy over time, which seems to be very beneficial for the betterment of the company. Therefore, nowadays, the HRM department is not focusing on personnel management or conducting administrative tasks that were the traditional strategy of the HRM department.

As per the suggestion of Piwovar-Sulej (2021), the HRM department is enhancing its strategy to motivate its employees by providing proper training. This department has passed through a drastic change over the last 10 years. Hence, this department has focused on changing its process from traditional to strategic management. As per the point of view of Boon *et al.* (2019), it can be concluded that it seems that seven persons out of ten people do not love their given job and as result, the performance of their job automatically decreases. This department has focused on maintaining the well-being of employees and increasing relationships with leaders. In order to sustain itself in the competitive market, this department has focused on recruiting the exact and required talent for the company.



Figure 1: Roles of HRM

(Source: Created by the learner)

Sustainability is the current trend in business areas where organizations and firms need to pay attention to the well-being of their employees first and then consumers. As opined by Malik *et al.* (2020), HRM needs to pay attention to the management of employee performance in the workplace to increase the level of organizational productivity. It can be added that maintaining sustainability can lead to a high rate of productivity as well as a high level of brand recognition in market areas. HRM is also responsible for maintaining as well as improving managerial relations and labor relations in the workplace (Cipd.co.uk, 2019). In addition to this, HRM can aid communication systems in organizations and play a crucial role in enhancing employee engagement.

Context

HR managers have responsibilities in the areas of job analysis as well as designing different jobs. In addition to this, effective managers in this department are responsible for providing compensation and benefits in order to boost productivity. It can be added that the management of human resources needs to be improved in order to gain competitive advantages in market areas. As per the views of Piwowar-Sulej, (2021), in the UK sustainable HR is connected with the "Industry 4.0" concept in present days. It can be stated that in the UK HRM has evolved to sustainable HRM in order to maintain sustainability in each business operation of companies and firms. On the other hand, developing countries have faced issues while moving towards sustainable HRM in the workplace.

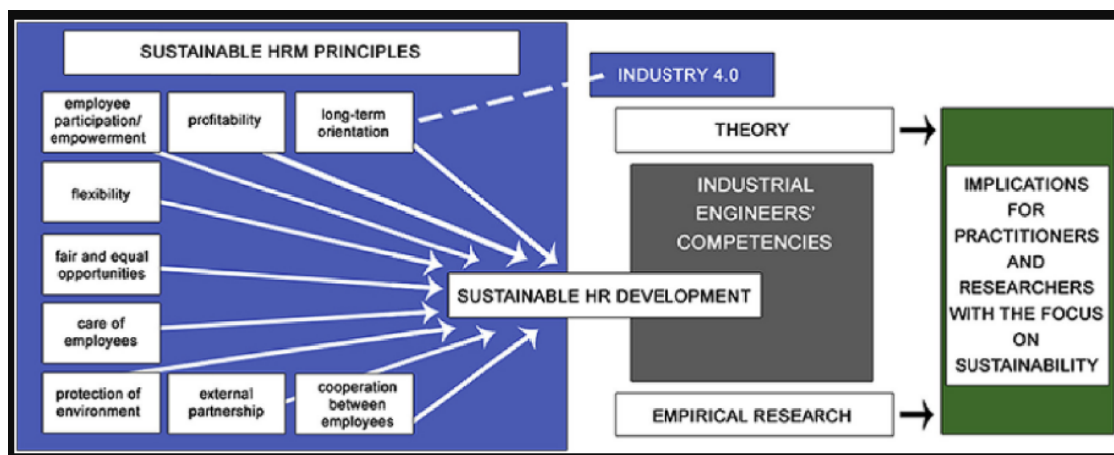


Figure 2: Sustainable HRM

(Source: Piwowar-Sulej, 2021)

In the retail industry, HR managers are responsible for forecasting the needs of hiring during peak seasons, designing as well as posting job advertisements on different platforms and reporting on the rate of employee turnover in organizations. Contrary to this, according to Dobrosavljević and Urošević (2020), in the clothing industry, HRM needs to focus on training sessions and development, employee management, compliance and talent management along with sustainability. It is evident that the clothing industry is more focused on maintaining sustainability in its business operations compared to the retail industry. As per the views of Cubric (2020), technological as well as social factors of countries are important in order to the successful implementation of HRM in organizations and industries. Technological factor in the UK shows that the country has the potential to utilize advanced technologies and innovation in organizations.

The “HRM functions” majorly tend to manage the organisational hiring and recruiting process. Besides that, the overall employee engagement and retention rate is also based on the rules and regulations of the HRM policies. Thus, it is quite important for the firms to manage the development and proper performance management operations. As per the view of Wang *et al.* (2020), the addition of top talent in the business can enhance overall effectiveness. The operations also include a “long-term orientation” of the sustainability of global problems. Thus, it becomes one of the top most priorities for the workers to address several tools in HR capacity management. The human resource practices become clearly visible to solve any organisational inner issues and conflicts. Thus, it is must need to address the culture of the firm in the global market. In addition to that, the HRM also targets a focused agenda to mitigate any harmful activities inside the workplace. Thus, the tactics can maximise the firm's revenue and brand promotion. Moreover, the rise of employee satisfaction can be improved through a “resource management system”. As per the view of Beijeret *al.* (2021), thus, the “proactive approach” is also addressed in this case. Therefore, managing employees need to be considered to boost the overall productivity of the workers. However, in some cases, the proper implementation of HRM resources and activities in the company's action plan can articulate both consumer and workplace integrity. Thus, the strategic vision and mission of the working ethics are important to maximise the potential revenue. This could also help business owners to mitigate any issues regarding demand and supply chain management.

On the other hand, developing countries such as Nigeria face issues to implement recent and innovative technologies in different industries. This difference in the technological factor of two different countries can lead to differences in sustainable HRM practices. On the other hand, social factors are also responsible for the successful alteration of HRM in countries similar to the UK. As per the opinion of Butterick and Charlwood (2021), people in the concerned country are well aware of maintaining sustainability and they prefer brands that have embraced sustainability in their business operations. It can be stated that the implementation of sustainable HRM practices in organizations and firms can increase profit margins in the country. Contrary to this, according to Shaban (2019), countries similar to Nigeria have low preferences for sustainability. Societies in developing countries are less aware of maintaining sustainability in business practices in different industries.

It is important for countries to embrace new technologies and innovations in the workplace that can enhance the chance of sustainable HRM in business operations of different industries. Both developing and developed countries need to pay attention to sustainable practices in the areas of HRM in different industries in order to gain competitive advantages in market areas.

Sustainability

Sustainable HRM promises to enhance a great level of understanding and acknowledgement of long-term problems faced by companies in value capture and value creation. In addition to this, sustainable HRM is promised to achieve long-term orientation, care of environment and employees, profitability, employee development and others. As per the opinion of Kainzbaue and Rungruang (2019), good leadership styles are essential in order to embrace sustainable HRM in organizations and firms. There is a direct interrelationship between leadership styles and HR management in companies such as HR leaders need to forward thinking in order to embrace sustainable HRM in the workplace. Leadership qualities need to be exerted by leaders in the HRM department in order to lead the system towards suitability. Innovative minds are effective in order to embrace change and even solve critical problems in the areas of HRM.

HRM departments in organizations and firms need to be creative for moving towards sustainable HRM. Creativity can lead a business to achieve success in the areas of sustainable practices in business operations. As per the views of Austet *al.*(2020), it can be stated that organizations with

creativity can implement sustainable HRM effectively in the workplace. On the other hand, in order to sustain the sustainability agenda in firms and organizations, HRM needs to focus on people who are directly related to the HR departments of companies. Effective communication in this area is required. Companies and firms need to be practical in order to embrace sustainable HRM. It can be added that HR departments need to be practical while facing certain difficulties in the areas of implementing sustainable HRM.

In order to share the vision of the employees, it would be necessary to work out ways or plans for maintaining team effectiveness. The organisation would need to hear employee/workers and employer issues alike. According to Mihardjoet *al.* (2020), both would be required to be mitigated so that sustainability efforts are enhanced made effective and result-oriented as well. Nevertheless, information associated with evaluation and monitoring of employees is needed to bring out the best performance output based on the organisation's goals and objectives. Technology-related knowledge would be essential too so that employees know the ways in which they are needed to respond to organisational needs and motives.

Sustainability ideas in organizations need to figure out certain factors such as sharing the vision with employees and workers of organizations, forming coalitions, mitigating political issues and others. As per the views of Piwowaar & Sulej (2021), organizations need to make certain ideas such as effective communication modes in the workplace that can facilitate knowledge and vision sharing. On the other hand, political issues need to be mitigated with the help of effective strategies. In addition to, training needs to be provided to employees and staff in order to make them enable for embracing change in the workplace. In addition to this, evaluation can be effective for understanding the progress of employees to implement sustainable HRM. The major important factor in the areas of sustainability agenda is the implementation of technologies.

Reflection

Management of human resources refers to a strategic approach that is effective for supporting and nurturing employees. In my opinion, companies need to implement innovative and advanced technologies for embracing sustainable HRM. As per my view, organisations need to embrace several strategies that can pave the way for sustainable HRM. Developing countries need to invest in technological factors to maintain sustainability in HRM departments (Chams and

García-Blandón, 2019). It can be added further that, companies and firms can improve training to increase the competencies and skills of employees and staff. Mitigation strategies in organizations can be impactful in eradicating issues while implementing sustainable HRM. As per my understanding, the adoption of new and innovative strategies can help a company to improve its profit for the company.

In the present era, the competition in every field is growing at a very quick pace and as a result, it becomes difficult for companies to sustain themselves in the competitive market. The growth of competitiveness is very concerning for every company and hence it becomes a mandate to improve the sustainable strategy in the HRM department for the sake of company progress. Some sustainable ideas, which can help the company to improve its business, are communicating with its employee and knowing whether employees are facing any struggles in the company. It is obvious that the key driver of the progression of the company is employees and hence, maintaining the well-being of the company is very essential. As per my understanding, when employees feel valued by the management of the company then they show immense engagement for the betterment of the company. In this regard, it can be said that if the HRM department of any company communicates with its employee regarding the beneficial strategy for the improvement of the business then employees feel valued. Apart from that, it is important for the HRM department to provide a clear overview and idea regarding the given role to each employee. As per my understanding, the HRM department needs to focus on eliminating any kind of biases in the office premises. It is important for the HRM department to provide proper training to the employee so that they can improve their skills. As per my understanding, it can be considered that the changing manner of the HRM department can improve the sustainability of an organization.

Conclusion

It can be concluded from the entire study that sustainable HRM practices are the trend in market areas. The majority of organizations are paving the way towards sustainability in the present day. Companies and organizations in different industries across the entire world have implemented strategic HRM. It is evident that HRM plays a vital role in increasing the job engagement and productivity of employees which in turn increases overall organizational productivity. On the other hand, several factors such as technological and social factors play a vital role in areas of maintaining sustainability in HRM departments. Developed countries such as the UK have the potential to embrace sustainable HRM however, developing countries such as Nigeria lacks the effectiveness to embrace sustainable HRM system in organizations.

Based on these aspects, it is sufficient to point out that the role of HRM in companies and/or enterprises is important pertaining to the management of employee, employer and organisational needs. This would be necessary to ensure that the entire organisation, operating at different levels, is able to stick to the performance goals for sustainable HRM. Hence, it is safe to point out that implementation of strategies HRM could lead the pathway to a better and sustainable future.

References

- Aust, I., Matthews, B. and Muller-Camen, M., (2020). Common Good HRM: A paradigm shift in Sustainable HRM?. *Human Resource Management Review*, 30(3), p.100705.
- Beijer, S., Peccei, R., Van Veldhoven, M. and Paauwe, J., (2021). The turn to employees in the measurement of human resource practices: A critical review and proposed way forward. *Human Resource Management Journal*, 31(1), pp.1-17.
- Boon, C., Den Hartog, D.N. and Lepak, D.P., (2019). A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), pp.2498-2537.
- Brunetto, Y. and Beattie, R., (2020). Changing role of HRM in the public sector. *Public Management Review*, 22(1), pp.1-5.
- Butterick, M. and Charlwood, A., (2021). HRM and the COVID-19 pandemic: How can we stop making a bad situation worse?. *Human Resource Management Journal*, 31(4), pp.847-856.
- 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.
- Cipd.co.uk, (2019). *Sustainable HR: a 'green' fad, or a realistic model for change?* Accessed from: <https://www.cipd.co.uk/news-views/changing-work-views/future-work/thought-pieces/sustainable-hr#ref> [Accessed on 15.02.2023]
- Cubric, M., 2020. Drivers, barriers and social considerations for AI adoption in business and management: A tertiary study. *Technology in Society*, 62, p.101257.
- Dobrosavljević, A. and Urošević, S., (2020). The impact of human resource management on business process improvement: an analysis within the MSMEs of the textile and clothing industry. *BizInfo (Blace) Journal of Economics, Management and Informatics*, 11(2), pp.19-32.
- Farndale, E., McDonnell, A., Scholarios, D. and Wilkinson, A., (2020). Human Resource Management Journal: A look to the past, present, and future of the journal and HRM scholarship. *Human Resource Management Journal*, 30(1), pp.1-12.

Kainzbauer, A. and Rungruang, P., (2019). Science mapping the knowledge base on sustainable human resource management, 1982–2019. *Sustainability*, 11(14), p.3938.

Malik, A., Froese, F.J. and Sharma, P., (2020). Role of HRM in knowledge integration: Towards a conceptual framework. *Journal of Business Research*, 109, pp.524-535.

Mihardjo, L.W., Jermisittiparsert, K., Ahmed, U., Chankoson, T. and Iqbal Hussain, H., (2020). Impact of key HR practices (human capital, training and rewards) on service recovery performance with mediating role of employee commitment of the Takaful industry of the Southeast Asian region. *Education+ Training*, 63(1), pp.1-21.

Piowar-Sulej, K., (2021). Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology. *Sustainable Development*, 29(4), pp.671-693.

Piowar-Sulej, K., (2021). Human resources development as an element of sustainable HRM–with the focus on production engineers. *Journal of cleaner production*, 278, p.124008.

Piowar-Sulej, K., (2021). Human resources development as an element of sustainable HRM–with the focus on production engineers. *Journal of cleaner production*, 278, p.124008.

Shaban, S., (2019). Reviewing the concept of Green HRM (GHRM) and its application practices (Green Staffing) with suggested research agenda: A review from literature background and testing construction perspective. *International Business Research*, 12(5), pp.86-94.

Wang, Y., Kim, S., Rafferty, A. and Sanders, K., (2020). Employee perceptions of HR practices: A critical review and future directions. *The International Journal of Human Resource Management*, 31(1), pp.128-173.