

How Sustainability Is Core for Human Resource Management? A Conceptual Frame Work

Dr. Ashok Sengupta^{1*}, Dr Meena Sunil Sharma², Tafzeel Ahmad Khan³, Dr. Jyoti Prakash⁴

^{1*} Assistant. Professor, School of Management Sciences, Lucknow, Uttar Pradesh-India

² Professor & Head of the Department, Universal Ai University, Maharashtra-India

³ Assistant Professor, Dayal group of Institutions, Lucknow, Uttar Pradesh-India

⁴ Assistant. Professor, School of Management Sciences, Lucknow, Uttar Pradesh-India

*Corresponding Author: Dr. Ashok Sengupta, Email: ashokgupta@smslucknow.ac.in

Abstract:

These days, industries are becoming more aware of the significance of social, ethical, and environmental goals. In count to financial gain, organizations are focused on the performance with development of individuals, communities, and the environment. Sustainable Human Resource Management (SHRM) is a discipline that supports "green" businesses. The adoption of new ecological practices by the organization's human capital and the incorporation of cutting-edge sustainable strategies are how the "Sustainable Development Goals (SDGs) "are attained. They outline a pattern of planned or newly developed HR strategies and practices meant to sustenance the achievement of economic, social, and environmental objectives while also long-term reproducing the HR basis. They concentrate mostly on manufacturing and sizable service enterprises. The number of workspaces requiring a high level of complexity will rise as a effect of the ongoing automation of simple production processes, necessitating a high level of staff education. In order to address the problems presented by Industry 4.0, this article intends to present the development of a competency model and demonstrates a strategy for how businesses and human resource management might use it. We will also provide an outline of the difficulties and chances that will affect the expansion of human resource management

Keyword: Sustainable Development Goals (SDGs), Industry 4.0, green

Introduction:

The organisations employ several HRM techniques to meet their necessary objectives. A company's overall performance is ensured by accurate human resource management, which includes a welcoming environment, pay appreciation for performance, providing feedback to employees, a fair system for employee evaluation, an award ceremony, employee empowerment, extrinsic and intrinsic motivational rewards, recruitment and selection, training and employee involvement, and performance evaluation (Manzoor et al., 2019)

The idea of sustainable growth has been emphasized as a key concern in today's globe. It makes it possible for people and firms 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 now human resource management (HRM). They have a significant part to play in developing effective plans that are in line with the company's values and culture, investors' expectations, compliance with legal requirements, and, most crucially, the introduction of environmentally friendly applies 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 the structural growth since it focuses on all activities relating to the

professional education, learning, and training of individuals and teams. Because of globalisation, there is a need to build the skills necessary to effectively manage business models, access future markets and consumers, improve value chain processes and systems, handle risk and legal issues, and manage cultural issues. Therefore, it is crucial to examine how HRM might improve its skills and provide innovations to meet industry 4.0's demands. This research offers numerous management practices to make the organisation compatible with future development by creating an environment of learning and creativity, which can eventually improve the administrative capacities. It does this by combining the literature with logical beliefs.

Literature Review

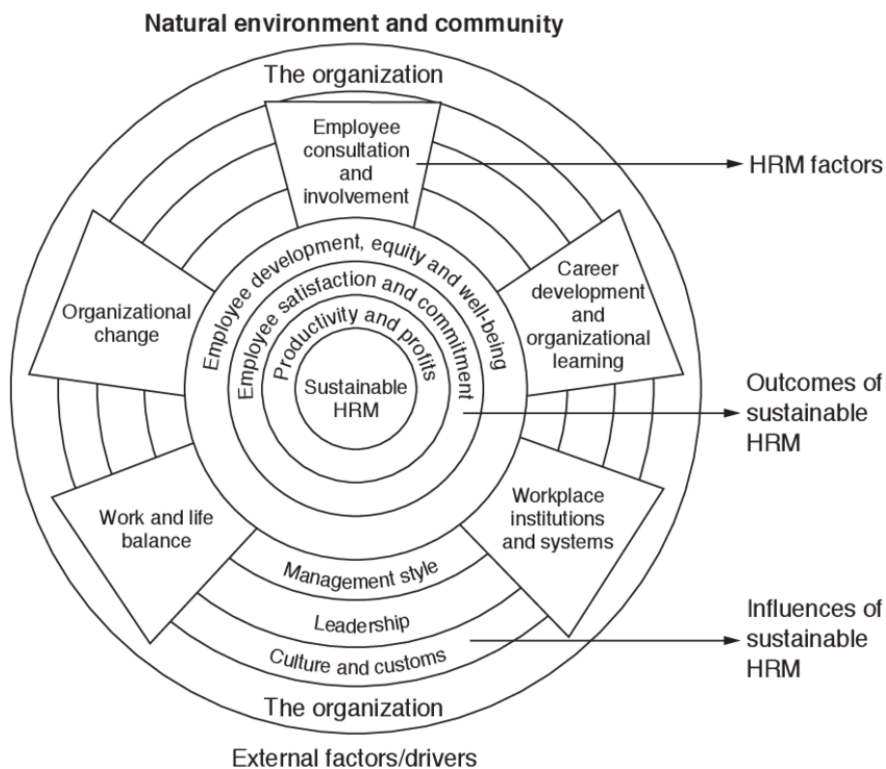
(Piwowar-Sulej, 2021) The description of sustainable HR development in connection to other sustainable HRM principles. Industry 4.0 and sustainable HR development are coupled. • In the context of implementing environmental sustainability and Industry 4.0, engineers are a key group of personnel. • Three research projects' findings as well as typical statistics from Statistics Poland and Eurostat are examined. • Future research areas and implications for practitioners are outlined. (Sukalova et al., 2022) It is highly advised that employees be evaluated based on the established variables. The poll found that 48% of respondents did not identify with the company's aims and ambitions, but 59% of respondents said they were aware of them. This is a highly important finding that requires more investigation. Every three months, we suggested doing a routine evaluation of the staff to provide them with feedback on their workload, level of satisfaction, and level of motivation. We suggested that the business conduct routine internal audits of its workers. (Dumitrana et al., 2009) According to the experts, sustainable development may be founded on two ideas: human wellbeing and development. Development is linked to a brighter future, which economists have historically measured using the rise in per capita income or the growth of its GDP. However, some economists are hesitant to take this growth into account because of the uneven distribution of income across populations and the rising number of poor people. (Proença, n.d.) Finding the strategic and socioeconomic environment in which sustainable HRM thrives is a significant area for research. For instance, intriguing research questions can include determining how to include or exclude sustainable HRM practices from cost-cutting or restructuring plans. Research topics to consider include how a new sustainable HRM model is affected by external socioeconomic elements like culture, sustainability institutions (like the UN and/or local public institutions), environmental governance and regulation, or consumer environmental concerns. (Mohiuddin et al., 2022) The study's findings indicate that HRM sustainability at HEIs is a relatively new paradigm. Along with other important and useful aspects of environmental, sociocultural, and human resource practices, as well as organisational, psychological, economic, and political elements at various levels (i.e., individual, organisational, and societal), it should be researched. Furthermore, as interactions and linkages across various levels are necessary to accomplish the goals, dynamics in temporal dimensions (short-term and long-term) should be stressed.

Linkage with SHRM and HRM

The distinction between SHRM and strategic HRM must first be made since each has a unique function inside the organisation. Strategic HRM goals, which were created in the late 1970s and 1980s, are often firm-oriented, whereas SHRM objectives are purposefully communal-oriented. According to Ehnert et al.'s sophisticated framework for SHRM, which defines sustainability from the HR perspective as "the adoption of HRM techniques and practices that facilitate the attainment of financial, social, and

ecological goals having an impact both inside and outside the organisation and over a long time horizon. Strategic HRM's primary responsibilities centre on the workforce's financial and economic performance, the execution of HR procedures, and the management of human resources. For organisational success in a cutthroat environment, SHRM, on the other hand, emphasises creating a creative workplace with both internal and external social involvement, raising awareness of and responsibility for environmental preservation, and improving the distribution and consumption of resources. Ehnert also contends that personal responsibility, business efficiency, and resource management must coexist in order for sustainable development to take place.

Factors of SHRM



Sources: (Priyankara, 2019)

Organisations must adopt a more comprehensive and integrated approach to people management in order to practice corporate sustainable development. In earlier research, it was sought to pinpoint management techniques that would help HR have an influence over the corporate sustainability result. As well as recruitment, HR marketing, HR care (such as job security, health promotion), HR deployment (such as flexible working time models, work-life balance, and sabbaticals), and trust-sensitive, participatory leadership, HR development also includes the design of reward systems, consideration of sustainability in the company's goals, strategies, and organisational culture, and recruitment.

HRM in the pursuit of organisational sustainability and propose that HRM could simultaneously contribute to innovation management, the consolidation of cultural diversity, and the improvement of performance in environmental management by developing organisational change in areas like value, competencies, and organisational ethics, and aligning functional dimensions through hiring, training, performance reviewing, rewarding, and so forth.

In the discussion of how HRM affects corporate sustainability, the model identifies five key factors: organisational change (e.g., values and behaviour), workplace institutions and systems (e.g., hiring and reward policies), career development and organisational learning (e.g., training and capability enhancement), employee consultation and involvement (e.g., innovation), and work-life balance. The ability of organisations to produce value inside their structure and processes, and consequently having the ability and capacity to regenerate value and renew wealth via the implementation of HR policies and practices, is essentially how the model defines sustainable HRM. Continuous learning will be necessary to invest in human knowledge, and employee engagement and involvement will be necessary to use and expand that knowledge. The model also highlights three key factors (culture and customs, leadership, and management style) that influence whether an organisation adopts sustainable HRM practises and looks at their effects on employee commitment and satisfaction. on the conventional organisational goals of higher earnings and productivity. Importantly, the model contends that in order to attain the objective of corporate sustainability, HR policies and practices must be included for sustainable company success and the favourable results for employee equity, development, and well-being.

Role of SHRM on Industry

Skilled workers demand investments in better job environments in addition to investments in their education. Many businesses, especially in Silicon Valley, have placed an emphasis on creating social spaces where workers may unwind and play while staying at work. Concentrating on the process of doing things is at least as vital. 68 percent of our 200,000 worldwide employees are Millennials, and Generation Z is already present in our workforce. You may read about a lot of the identified generational differences, but we have only found one that really changes the game: Millennials are not very tolerant of poor user experiences. People would simply not utilise old systems that were not accessible at their fingertips, but Millennials in particular. In many facets of their lives, our Millennial generation is accustomed to self-service, which they have learned to anticipate from social media, shopping, banking, and news. Efficiency and engagement are boosted by enabling the same, smooth information flow inside the business. This meant that we needed to spend money on various methods that would boost employee engagement and retention. Although many of our operational, human resources, financial, and IT apps are mobile and user-friendly, workers began to express that this was insufficient and that they would appreciate applications that would assist them manage their personal life in addition to their job (Baldassari & Roux, 2017)

Key Trends in HR in Industry

There have been significant changes in how manufacturing businesses operate. The future of the manufacturing sector and how people work at manufacturing organisations will be shaped by every significant technical advancement and significant events that are a part of Industry 4.0.

1. Changes and evolution in the types of occupations in manufacturing firms

Technology integration becomes crucial as flexibility and innovation become necessary for business growth and to maintain a competitive edge. New business models in all areas are created as a result of technology advancement. To handle these changes, HR specialists are becoming more and more necessary.

2. Employee upskilling is urgently needed.

A new set of talent and skill needs are included in the modern manufacturing. Manufacturing businesses' HR management are increasingly putting an emphasis on reskilling and upskilling their

workforces and mandating competency development that is future-focused.

3. A diverse workforce that spans generations and increased Globalization

The creation of a workforce that is more varied, multigenerational, and global – very different from the type of workforce seen at manufacturing organisations in the 1990s – is another important HR trend in Industry 4.0. Most industrial businesses' workforces will, for the first time, include workers from all five generations, representing a variety of demographics. Additionally, the gig economy's growth and globalisation have eliminated national and physical boundaries, resulting in a dispersed workforce.

4. An emphasis on workplace employee experience

There is a growing emphasis on the employee experience and the need for personalised experiences that will boost employee engagement, as is the case in many other corporate sectors and industries. Away from the one-size-fits-all strategy and towards personalising the employee experience are manufacturing businesses. With the use of HR technology, industrial businesses can better understand their new workforce and give them the experiences they want, such flexible work schedules and work aids.

Role of Sustainable HRM

1. Involving employees in the process

Businesses are being forced to handle work in an agile way as a result of the impact automation and digitalization have had on the employee experience. In this situation, the traditional manager-employee relationship that emphasises rewards and minimal help is insufficient. Employees prefer to work for companies that emphasise employee engagement, career development, and view them as part of the wider team rather than just as human resources performing transactional tasks since they have more personalised experiences there.

2. Fostering a culture of education

Over the course of sector 4.0, the nature of work in manufacturing organisations has changed, and employees must now acquire new abilities, continuously learn new talents, and make sure they are always ready to manage the demands of the rapidly-evolving manufacturing sector. Technology, workplace procedures, and organisational structures have all advanced, fostering the need for constant learning.

3. Controlling technological change at work

Industry 4.0 is characterised by the embrace of technology, the development of business models, and adjustments to the procedures and methods used by industrial firms. As a result, employment and working practices alter, and organisational structures become flatter and more integrated. During this period of upheaval, HR executives must give change management top priority. As more manufacturing companies adopt digital HR transformation, HR leaders must collaborate closely with all stakeholders, including people managers, all employees, and labour unions or councils, to make sure they are aware of the changes taking place in the organisation and can adjust to the new working practices.

4. Managing technology change at work

Industry 4.0 is characterised by the embrace of technology, the development of business models, and adjustments to the procedures and methods used by industrial firms. As a result, employment and working practices alter, and organisational structures become flatter and more integrated. During this period of upheaval, HR executives must give change management top priority. As more manufacturing companies adopt digital HR transformation, HR leaders must collaborate closely with all stakeholders, including people managers, all employees, and labour unions or councils, to make sure they are aware of the changes taking place in the organisation and can adjust to the new working practices.

Conclusion

The report acknowledges the opposition to investigating sustainability and its connection to human resource management at the same time. Human resource management procedures should put the requirements of employees and their families above just adhering to the law. By doing so, include career management, workplace democracy, chances for training and development, and employee involvement. In addition, it should emphasise social responsibility programmes while taking into account the needs of both internal and external participants and aiming for both immediate effectiveness and long-term sustainability. The technique used in this essay is multidimensional. This review makes a contribution by offering a thorough examination of each sustainable development feature at several levels.

References

1. Baldassari, & Roux. (2017). *Industry 4.0: Preparing for the Future of Work*. SHRM Executive Network. Retrieved May 14, 2023, from <https://www.shrm.org/executive/resources/people-strategy-journal/Summer2017/Pages/industry-future.aspx>
2. Daigavane, Dr. (2019, May). ROLE OF HUMAN RESOURCE MANAGEMENT IN SUSTAINABLE DEVELOPMENT. *Journal of Emerging Technologies and Innovative Research*, 6(5). <https://www.jetir.org/papers/JETIRCE06001.pdf>
3. Dumitrana, Dumitru, & Jianu. (2009). Human Resources Role in Sustainable Development. *BULETINUL Universității Petrol – Gaze Din Ploiești*, LXI(3), 44–53. https://upg-bulletin-se.ro/old_site/archive/2009-3/6.%20Dumitrana,%20Dumitru,%20Jianu,%20Jinga%20Radu.pdf
4. Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019, April 15). An Examination of Sustainable HRM Practices on Job Performance: An Application of Training as a Moderator. *Sustainability*, 11(8), 2263. <https://doi.org/10.3390/su11082263>
5. Mohiuddin, M., Hosseini, E., Faradonbeh, S. B., & Sabokro, M. (2022, January 14). Achieving Human Resource Management Sustainability in Universities. *International Journal of Environmental Research and Public Health*, 19(2), 928. <https://doi.org/10.3390/ijerph19020928>
6. Nagendran, S. (2023, March 28). *The Role of HR in Industry 4.0*. The Role of HR in Industry 4.0. <https://blog.darwinbox.com/role-of-hr-in-the-manufacturing-industry>
7. Piwowar-Sulej, K. (2021, January). Human resources development as an element of sustainable HRM – with the focus on production engineers. *Journal of Cleaner Production*, 278, 124008. <https://doi.org/10.1016/j.jclepro.2020.124008>
8. Priyankara, H. P. R. (2019, December 31). Renwick, D. W. S. (Ed.), Contemporary Developments in Green Human Resource Management: Towards Sustainability in Action? *Colombo Business Journal*, 10(2), 149. <https://doi.org/10.4038/cbj.v10i2.54>
9. Priyankara, H. P. R. (2019, December 31). Renwick, D. W. S. (Ed.), Contemporary Developments in Green Human Resource Management: Towards Sustainability in Action? *Colombo Business Journal*, 10(2), 149. <https://doi.org/10.4038/cbj.v10i2.54>
10. Proença, T. (n.d.). *Sustainability And The Role Of Hrm*. Scielo - Brasil - Sustainability And The Role Of HRM Sustainability And The Role Of HRM. <https://doi.org/10.1590/S0034-759020220513>
11. Sukalova, V., Stofkova, Z., & Stofkova, J. (2022, November 1). Human Resource Management n Sustainable Development. *Sustainability*, 14(21), 14258. <https://doi.org/10.3390/su142114258>