Human Resources Management Practices in Bangladesh: A Case Study on Sonargaon University.

Submitted by:

Abu Horyra
EMBA2103024001
Program: EMBA
Major: HRM
Semester: Fall-2022
Sonargaon University (SU)

Submitted to:

Department of Business Administration
Sonargaon University (SU)
Submitted for the partial fulfillment of the degree of
Executive Master of Business Administration



Sonargaon University (SU),
147/I, Green Road, Tejgaon, Dhaka-1205, Bangladesh.

Date of Submission: January 06, 2023

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Abu Horyra
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Submitted to:

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)
Submitted for the partial fulfillment of the degree of
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Sonargaon University (SU),
147/I, Green Road, Tejgaon, Dhaka-1205, Bangladesh.

Date of Submission: January 06, 2023

Letter of Transmittal

January 06, 2023
Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University

Subject: Submission of Thesis paper.

Dear Sir,
I am hereby submitting my Thesis paper entitled "**Human Resources Management Practices in Bangladesh: A Case Study on Sonargaon University.**" which was assigned to me as a requirement for the completion of the EMBA Program. I have discovered this paper very interesting, beneficial, and insightful.

The entire report is based on my practical experience. I expect this paper to be informative as well as comprehensive. This thesis paper will help me a lot in my future career life.

Thank You very much for your guidance and cooperation during the course without which this thesis paper cannot be completed.

Moreover, if you have any further inquiries concerning any additional information, I would be very pleased to clarify that.

Yours Sincerely

Abu Horyra
EMBA2103024001
Program: EMBA
Major: HRM
Semester: Fall-2022
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the Thesis report **"Human Resources Management Practices in Bangladesh: A Case Study on Sonargaon University."** has been prepared as a part of completion of the EMBA program from Department of Business Administration, Sonargaon University (SU), carried out by Abu Horyra, bearing ID: EMBA2103024001 under my supervision. The report or the information will not be used for any other purposes.

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Declaration of student

This is to notify you that, the Thesis paper on **"Human Resources Management Practices in Bangladesh: A Case Study on Sonargaon University."** has been prepared as a part of my dissertation formalities. It is an obligatory part of my EMBA program to submit a thesis paper.

Moreover, I was inspired and instructed by my supervisor Md. Rasel Hawlader, Lecturer, Faculty of Business, Sonargaon University.

I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely

Abu Horyra
EMBA2103024001
Program: EMBA
Major: HRM
Semester: Fall-2022
Sonargaon University (SU)

Letter of Authorization

Certified that this Thesis paper titled **"Human Resources Management Practices in Bangladesh: A Case Study on Sonargaon University."** is the work of Abu Horyra, bearing ID: EMBA2103024001 under my supervision. Certified further that in the best of my knowledge the work reported here in dose not from part of any other Thesis Paper or dissertation on the basis of which degree or award was conferred on an earlier occasion on this or any other candidate.

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU)

Acknowledgment

I would like to express my gratitude to all the people that were involved both directly and indirectly in the preparation of this report. I apologize to the people whose names I haven't mentioned, and their contribution is highly appreciated by me.

First, I would like to thank Almighty Allah who made us able to finish this thesis at the Perfect time.

I would like to thank our academic supervisor Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University (SU)– for guiding me and for giving me the opportunity to initiate this thesis. I am also grateful to those people without whom it was quite impossible to prepare the thesis. I am also grateful to some of the officials of Sonargaon University who help me to make this thesis by collecting data. They help me a lot for prepare this thesis and gave me much important information that is needed for preparing the thesis. Also more thanks to my friend Mr. Rajib Shahani, Project Manager, Akij . for helping to make this report.

Finally, my sincere gratitude goes to my family and friends for supporting me and sharing their thoughts and giving me moral support during the preparation of this thesis.

Executive Summary

First of all, a very brief detail about the organization has given in the beginning of the report. The organization profile and the descriptions of overall business has described in the beginning part of the report. The overview of the organization has represented such a way by reading that part any one can get a proper idea about the businesses of the organization

Second of all, the experiences of mine with SU has described in the next part. Moreover my role with the HR team and the HR practices they follow in recruitment process has stated and briefly described. Statement of the problem what I have found has also mentioned in this part.

Then the literature view of the related topic has discussed from the books, journals and from different websites. After that, to conduct a research the methodology I have used that is mentioned and briefly described. The survey questionnaires are also attached in this part.

A research has conducted to find out the problem has used to get the statistical data and result of the research. The reason and the solution of the problem have also mentioned.

Last of all the, limitations of the studies, findings, recommendations and the overall suggestions are given in the last part of the report which contains the information based on the study and the information gathered by conducting a research.

Reduce cost for earning more profit is not SU target. Our organization target reduce cost that's we provide final product to our ultimate customer at lowest cost service. Not only reduce logistics cost but also taken every operational step to decrease the cost. As a result, we can success to achieve ultimate target.

List of Acronyms

HR	Human Resources
HRA	Health Reimbursement Account
HRD	Human Resource Development
HRIS	Human Resources Information System
HRLY	Hourly
HROD	Human Resources Organizational Development
HRS	Human Resources System
HSA	Health Savings Account
FSA	Flexible Spending Account
FT	Full-Time
GINA	Genetic Information Nondiscrimination Act
GPHR	Global Professional in Human Resources
JD	Job Description
OD	Organizational Development
OFCCP	Office of Federal Contract Compliance Programs
OGC	Office of General Counsel
TIP	Talent Incentive Program
TNA	Training Needs Assessment

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CHAPTER 01

INTRODUCTION

1.1 Introduction

The Sonargaon University (SU) is one of Bangladesh's preeminent private universities, approved by the University Grants Commission (UGC) of Bangladesh and the Bangladesh Government (GoB), and has been sponsored by the Sonargaon University (SU) Trust. The Trust is a registered non-political, non-profit voluntary organization. The members of SU Trust are mostly eminent entrepreneurs from the academic arena, who felt the need for a private university to bring quality education within the reach of students with modest economic means. The quality of our teaching and learning is underpinned by the best staff: student ratios. Our professors teach at every level as well as are engaged in ground-breaking research. Our work is audited regularly by the University Grants Commission (UGC) of Bangladesh and we have been supported by a strong Academic Advisory Council.

We are launching younzg people into a boundless future or confronting the grand challenges of our time through undaunted research and scholarship. Ranked No. 4 as one of the highest Research funds spending private university in Bangladesh, published on the UGC Annual Report, 2018, besides in the last few years we have achieved National Award 2018 – a2i innovation competition, Asia Young Designer Award 2019, Best supporting Architecture school of Bangladesh, A3f Sustainable Design Award 2019, Shah Cement DOT Student Design Award 2019. The University educates more than 6000 students, since its commencement from 2012. We turn ideas into impact and transform lives and our world. For more about our impact, visit our Facebook Sonargaon University and website www.su.edu.bd.

So what defines our students, faculty and community members? The way we work all together. It's not about the accomplishments of an individual; it's what we can accomplish together. It is our believe that together we can create a world of good.

1.2. Objective of the Study

Every research work is conducted to achieve some objectives. The primary objective of this report is to fulfill the requirement of the Thesis Paper. The secondary objective of the report is to evaluate the "Human Resource Management Procedure" of Sonargaon university. This report has been prepared primarily for the fulfillment of the Human Resource Management course, which is an essential part of the EMBA program of Sonargaon University (SU).

The objective of this report is:

1. To share the lesson learns.
2. To inform about the progress.
3. To analyze the inputs against the outputs.
4. To communicate the changes.
5. Risk reduction preparation.
6. To plan accordingly for up-coming period.

7. To know about the Sonargaon a university and its HR practice.
8. To find out the kinds of training provided by Sonargaon University to its employees.
9. To look on the frequency of training provided by Square to its employees.

And finally, whether the training provided by the organization has any impact developing the employee.

1.3 Methodology of the Study

In order to complete this report personal visit and discussion with executives and top-level management of "Sonargaon University" become conversant with the company's philosophy, working procedures, management system, and decision-making process of the company. The details of the work plan are furnished below:

Data Source
The information and data for this report have been collected from Primary Source as well as Secondary Sources but emphasis has been given more on Secondary Sources.

Primary Source
Primary Sources mean the sources of data which were never used in anywhere and which data are presented first time. This information is collected from.

1. Practical desk work
2. Face to face conversation with the officer
3. Direct observation
4. Face to face conversation with the client

Secondary Source
Secondary Sources mean the sources of data which were already existed and used. Many journals, books and data from websites are used here as a source of secondary data. This report will be based on theoretical and practical information gathered from Secondary Sources e.g.

1. Books, manuals,
2. Journals,
3. Publications,
4. Web sites,
5. Back-office management on the related field.

Apart from these I will try to induce my practical experience what I have gathered while working as a thesis and my leanings what I have learnt from my university.

Data Analysis, Classification, & Presentation

Relevant data for this report has been collected through practical orientation, personal interview, and observation in the University etc. The interviews were administered by informal discussion. No structured questionnaire has been used. Secondary sources of information include the annual report of the University. Data collected from secondary source have been, processed manually and qualitative approach has been used throughout the study. Qualitative approach has been adopted for data analysis and interpretation taking the processed data as the best. So, the report primarily on an analytical judgment and critical reasoning. After gathering all the prime and secondary data I collected, corrected, organized, analyzed, and integrated to draw some findings.

1.4 Limitation of the Study

A primary limitation of the report is that it is based on facts, accumulated from word of mouth, while consulting secondary data. Some information presented in the report may be biased, as people tend to avoid their own limitation regarding their job and tend to hold other departments responsible for drawbacks of their own. As the report is not a comprehensive one, rather based on a single facility of Sonargaon University and also based on a limited number of department employees so any ultimate decision may not be drawn about the whole university training facility.

There is no study work which is free from defect. Such defects are known as limitations. As the report prepared with a short span of time, the report could not be made comprehensive and conclusive. Some usual constraints I did face during my investigation. Due to the University's policy of maintaining secrecy I did not get the opportunity to collect information regarding all departments.

The limitation of my study work is stated by the following:

1. The data and information related with the topic was not easily available.
2. The study also suffered from inadequacy of data.
3. The study was not done very successfully due to inexperience.
4. Supply of more practical and contemporary data is another shortcoming.
5. Unwillingness to response of the interviewer is another limitation for this study work.
6. Lacking young, energetic, and talented officers /staffs.
7. Scarcity of pertinent information.

8. Time Constraint.
9. Lack of experience.
10. Lack of knowledge about the functional aspect of capital market activities.
11. Shortage of update data.

1.5 Confidentiality of Data

Because of some divisional and confidential problem, I could not get enough information. Every organization has their own secrecy that is not revealed to others. While collecting data some company personnel did not disclose enough information for the sake of confidentiality of the organization.

Chapter: 02

Literature Review

2.1 Literature Review

Nowadays sustainability is practiced everywhere as we have limited resources that must be utilized effectively and efficiently. Current HRM approaches do not ensure sustainability in Human Resource Management system. Balancing resource consumption and resource reproduction is the most challenging task for sustaining in the current competitive market. So, today's corporate world inclined to find out the way that ensures sustainability in business without any harmful effect on the organization. In this case Sustainable Human resource Management (S-HRM) practice becomes a more popular term. S-HRM conflicts with the short-term economic benefits of the business firm and ensures long-term success through access to critical and scarce human resources . Several studies have been accomplished to examine the effectiveness of S-HRM practices. Champs et al. examined the impacts of S-HRM in social, economic, and environmental perspectives with a clear concept of Green Human Resource functions. The objective of this paper was to find a way of and developing a sustainable work environment and achieving Sustainable developmental goals (SDGs) and the implementation of S-HRM for achieving this. This allows the researchers to have a clear idea and application of crucial aspects relevant to S-HRM so that practitioners get support in developing a sustainable work environment. Carlstrom et al. analyzed the impact of HRM practices on financial performance and stakeholders of an organization. This study showed the importance of sustainability practices in HRM linking several terms like green HRM, ethical aspects, social responsibility, stakeholders, and leadership. Sukumar clearly analyzed the physical aspect of S-HRM in his research paper. The purpose of his study was to measure occupational health performance in S-HRM practice. Organizations are no longer responsible for only shareholders and gaining profits, but also have responsibilities for people working for the organization, also for people in the community, and have responsibility for making the world a better place for living. There is debate internationally about the adaptable and more agile organization. For the current situation in business, the organization should be more adaptable and agile. Kramer showed how S-HRM represents a new way of managing people through continuous development to improve management practices. Strategic Human Resource Management acts as a factor for achieving sustainability in the workplace. It is also a part of S-HRM practice. A conceptual framework was developed to analyze the role of strategic HRM in improving sustainability and competitiveness. Sustainability practice in HRM has an important

impact on the financial performance of the organization. Based on corporate social responsibility (CSR) approach, developing sustainability in the workplace needs to establish some criteria.

Chapter 03

Profile of the Organization

3.1 History:

The Sonargaon University (SU) is one of the Bangladesh's preeminent private university, approved by University Grants Commission (UGC) of Bangladesh and Bangladesh Government (GoB) and has been sponsored by Sonargaon University (SU) Trust. The Trust is registered, non-political, non-profit voluntary organization. The members of SU Trust are mostly eminent entrepreneur from academic arena, felt the need for a private university to bring quality education within the reach of students with modest economic means. The quality of our teaching and learning is underpinned by the best staff: student ratios. Our professors teach at every level as well as are engaged in ground-breaking research. Our work is audited regularly by the University Grants Commission (UGC) of Bangladesh and we have been supported by a strong Academic Advisory Council.

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So what defines our students, faculty and community members? The way we work all together. It's not about the accomplishments of an individual; it's what we can accomplish together. It is our believe that together we can create a world of good.

3.2 Vision

The vision of Sonargaon University (SU) is to become a leading University and remain as a top center of excellence in higher education and research. It aims at attracting brilliant students, teachers, scholars from all over the world.

3.3 Mission

The mission is to impart world class education and to provides research facilities so that the students can attain their full intellectual social and personal potentials. SU also wants to create facilities for higher education to the students of Bangladesh at an affordable cost, keeping in view the challenges of the twenty first century. SU is committed to develop human capital by cultivating creative thinking in individuals. It offers education through modes of teaching.

3.4 Registration Policies:

Regular Registration

Students are required to complete their registration formalities before a semester starts. A student has to register in-person. The Admission Office will notify the newly admitted students about the time and place of their registration. Students should consult their advisors for planning their courses and to be familiar with SU policies and procedures related to registration.

Late Registration and Add-Drop of Courses

A student seeking to register after the scheduled date has to take permission of the concerned Coordinator/Head of the Department/Dean of the Faculty. A student given permission to register late has to pay late registration fee Tk. 500. A student may drop course(s) only within the date mentioned in the Academic Calendar with the approval of the Head of the department. Alphabet "W" as a dropping status of the student shall be imprint in the transcript.

Students' Advising

Department/Faculty Advisors, prior to registration, will advise students of the undergraduate and graduate programs. Students of undergraduate & graduate programs of the University have to register a minimum of 9 (nine) credits and 6 (six) credits respectively in a single Semester.

Registration Procedures

Advising Forms will be available at the concerned Department. A Completed Registration Form is to be submitted to the concerned Department.

Prerequisite Courses

Prerequisite course(s) (if any), must be completed before registering for any particular course. Without the completion of the prerequisite course(s), students shall not be allowed to register course(s).

Change of Program/Department

Students may change his/her program/Department by submitting written requests to the Concerned Heads of the Departments/Dean of the Faculty. If permitted by the Heads of the Departments/Dean of the Faculty, the Registrar's Office shall make the necessary change to the student's record.

Minimum Attendance in the Class

Students are expected to attend classes regularly. A student would be required to attend at least 90% of classes in every course in order to sit for the Final Exam. If a student fails to ensure his required attendance, than s/he shall apply to the concerned authority with proper bonafide documents.

Withdrawal of Course(s)

Students, shall to "Withdraw" any course due to sickness or other unavoidable circumstances, must collect a form for "W" grade from the Registrar's Office. Students have to collect signature(s) for endorsement of the respective course teacher(s) and submit it to the concerned Head of the Department for final approval. The duly approved application must be submitted to the Registrar's Office within 7th day of the ending of the Mid-Term Exam (as per academic calendar). No tuition fees shall be waived or exempted for withdrawal of course.

Repeat & Retake of Course(s)

Absence in Final Examination without permission from proper authorities of the University shall result "F" grade in the course. A student obtaining "F" grade in any course in any Semester University have to "Repeat" the course with full payment of tuition fee for that particular course. Students desiring to improve their grade(s) may again take up course(s) which are termed as "Retake". Students of the University shall not be allowed to take after three consecutive semester of intended course to be improved.

Special Examination:

If any student would miss any Mid-Term or Final Examination for valid reason, s/he would be allowed to sit for the exam special by paying additional charge of Tk. 500 for Mid-Term and Tk. 1,000 for final exam. To avail the opportunity student has to apply within 7 (seven) days after the completion the concern exam.

Semester Drop

A student may drop a Semester only before Mid - Term Exam with valid reason(s). Students have to apply in writing to the respective Head of the Department for dropping the Semester. Applications for 'Semester Drop' shall only be approved on 'Medical Ground' for the students of undergraduate programs. For the students of graduate programs, approval shall be accorded either on the ground of 'Transfer of Workplace outside Dhaka' or on 'Medical Ground' wherever is applicable. If the case is found genuine by SU

authorities, the student may be allowed to drop the current Semester after making payment of Semester Fee and an additional charge of Tk. 1000/-. After Mid - Term Exam, no application seeking to drop the Semester shall be entertained. In those cases, students may, however, apply for "I" (Incomplete) grade.

"I" (Incomplete) Grade

"I" (Incomplete) grade is granted only in exceptional cases. "I" (Incomplete) grade may be assigned to students in special circumstances after Mid- Exam. A student must appear in the Exam in which he/she is given "I" grade within one month of the following Semester, otherwise "I" shall turn into "F" automatically. In case of absence of concerned course teacher from whom a student receives an "I" grade, the disposition of the case involving "I" (Incomplete) grade(s) resides with the concerned Head of the Department.

Internship/project

As a partial fulfillment of the BBA program, internship/project is a requirement for the BBA students. It is of 15 weeks duration that is to be carried out in a business organization, usually in the relevant area of concentration under the guidance of a teacher. The intern shall submit an internship/project report on his work experience and the project work and shall defend it before a committee of 3 members.

Supervise Study System:

If a particular course is not offered in a particular semester, the students, who have 20 credits remain out of his total credits, University be allowed to take supervise study under a teacher of that field selected by the department. Maximum number of students University not exceed 6 (six) in a particular course under Supervise Study System. The courses taken under Supervise Study System should be completed within the semester in which the registration of courses has been made. If the courses are not completed within the scheduled semester, concerned students shall be given "F" grade for the respective Supervise Study courses.

Academic Probation

A student would be required to earn a minimum CGPA of 2.25 for Undergraduate Program and 2.50 for Graduate Program for achieving the Degree. A minimum CGPA of 2.00 or above is required to stay in good academic standing. If a student's CGPA falls below 2.0 at any time, he/she shall be placed on academic probation. The student must come out of probation within next three Semesters. Otherwise, he/she shall be dismissed from the Program and shall not be readmitted.

Chapter 04

Human Resources Management Practices in Sonargaon University

4.1 HRM Definition:

HRM, the abbreviation for Sustainable Human Resource Management, is a practice of maintaining sustainability in business that has a positive impact on people, society, and the environment. 'What needs to be done in preparation for tomorrow?' is the challenge for today's HR professionals. HRM helps in this issue. Sustainable Human Resource Management defines the organization as an open system that needs to develop and regenerate its resources in proportionate to its consumptions. HR professionals are continuously struggling where we are, where we need to go, what should be done now, what needs to be done in the future. HRM assumes that the organization constantly replenishing whatever the organization is using. It constantly keeping with the times in order to achieve strategic objectives. Researchers define HRM as a key factor in maintaining the sustainability of careers in the current socio-economic environment . It's an important carrier for understanding sustainable careers. This paper suggests future research requires multilevel, multiple stakeholders, and a longitudinal approach. HRM is an extension of strategic HRM that responds to societal, market, and environmental changes. This approach for the better future of the organization is constantly changing and extensive research is required to figure out the true characteristics of HRM. Developing an organization by effective utilization of Human resources is a long journey. HRM is the future of this long journey in order to add value regarding HR functions, HR practices, and HR analytics. This paper suggests that future HR needs an inside/outside approach for adding value. HRM has a considerable effect on organizational performance through a high-performance work system (HPWS). Sugumar and Kramar found out that different HPWS have positive or negative effects on employee performance and suggested that this effect must be considered by practitioners for the betterment of organizational performance and employees. Sustainability practice in HRM is directly connected to economic, social, and ecological sustainability development in the organization. There are limitations and gaps in findings regarding the effectiveness of sustainable HRM. There is no fixed way of practicing sustainability in the HRM system. There are research outcomes that show the characteristics and practical implications required for attaining sustainability in HRM practices.

4.2 History of HRM

HRM refers to long-lasting, durable, or systematic. It is very difficult to trace the origin of sustainability. This is a very traditional term used in various fields. It actually indicates the balanced condition of consumption and reproduction for keeping sustainment required for survival during critical and most challenging situations. It is the ability of individuals, society, or organization to maintain and develop resources. In other meaning the ability to reproduce. From many years ago, sustainability practices in ecology to keep society conscious about limited natural resources with a gradual increase in population and economic demand. Sustainability is applied in the economic field most likely in the case of the business firms for a long-term run in the market. It is more than a simple concept in social, economic, and environmental fields. For this reason, it is a more challenging term in the proper implementation in the workplace more specifically in HRM. 3.3 Application of HRM HR has not traditionally aligned itself closely to social and environmental issues but it's something they should paying attention to now. There are several challenges for HRM

➢ Employee motivation and retaining

➢ Downsizing plan

➢ Workforce diversity

➢ Technological change

➢ Work-life balance

The expected energy comes back to the workplace, now they are more productive that has been well tracked and quantified. There is better data that shows that these themes of social and environmental issues that the company cares are extremely energizing the employees in the organization. There are five ways sustainability programs can support missions of HRM

i. Helping the communities
ii. Saving energies
iii. Saving water consumptions
iv. Foster corporate pride
v. Increase energy, productivity

There are two myths associated with sustainability measures one is that takes forever to get the returns and the second one is that you have to invest a lot capital to get the returns. These are not true at all. The role of HR is to get the maximum productivity, create a culture that celebrates that high performance and energized the employees. Green HR is the type of HR arrangements to advance the feasible utilization of assets inside the business association and advance the reason for ecological supportability. G-HRM involves the following policies

➢ Friendly Human Resource practices

➢ knowledge capital presentation

4.3 Financial aspect of HRM:

HRM practice helps to balance economic rationality and social responsibility at the same time. The study analysis the importance and advantages of HRM in terms of economic, social and environmental factors. Sustainability is the term that can be used as principle of HRM. HRM contributes in maintaining sustainability through better relationship with top management, stakeholders, NGO's. This includes realization of economic as well as social, ecological, human sustainability goals. Now a day's business organizations are more interested for long run business. HRM play significant role in long-term successful business with considering the social and environmental factors. 'Triple-bottom-line' includes these dimensions which are interrelated. Financial aspect of business firms focusses on financial benefits through financial planning that

shows the way for future growth and expansion. It provides the clear idea about the financial position of the organization. Financial functions in the organization involves

a) Forecasting and planning

b) Accounting and measuring results

c) Monitoring cash position

d) Analysis of decision making.

During financial planning, organization set the goals for upcoming time, maps out the actions for acquiring the goals. Financial planning is implemented through effective conversion of the financial actions to forecasting the revenues and expenses. Financial experts must have clear idea about the current financial conditions of the organization. Accounting and measuring results involve the recording financial data and generating financial statement. Accounting has its own rules, regulations and standards for recording and presenting the results. These rules and standards are called Generally Accepted Accounting Principles (GAAP). Interpreting the financial results includes comparing actual results and analyzing the reasons for negative and positive deviations to have clear idea about financial position of the organization compared to other organizations in the market.

4.4 Human of HRM:

HRM is introduced to respond the noticeable and rapid change in business field. Today organizations are struggling to survive in competitive market. Human Capital is the major capital for the most of the organization. So, for the long run business organization needs to hold the human sustainability. HRM practice mainly focus on human sustainability through effective utilization and regeneration of human resources with considering societal, ecological and economic aspects. Ideal HRM practice is working on attracting and continuously motivating the current employees for retaining the most competent HR in the organization. If HR consumption is more than the reproduction then organization will fail to survive in future in case of long-time business. Human sustainability is the major factor for the organization if it wants to survive for long time. Sustainable Human Resource Management (HRM) ensures human sustainability. Sustainable HRM is believed as an extension of Strategic HRM, which is comparatively a contemporary term that emphasized on extended HR development, reproduction and revival. In case sustainability development human are the center point in the system. Other points are connected with this major point. Sustainability practice in HRM helps to retain substantive and prolific workforce that create high performance work environment. Productive and efficient workforce is created when the organization ensure employees' health and safety, balance work-life, facilities regarding workload. Welfare of employees is achieved through health and safety management. Health issues are connected to medical support, work load, work conditions, stress etc. After intensive researches and studies, it is found that human sustainability practices help in solving the health-related issues for maintaining healthy and productive work force in the organization.

4.5 Environmental of HRM:

Creating Sustainable Environment is major focusing point of Green Human Resource Management (G-HRM). Safe and favorable environment is another outcome of HRM practices. Most of the mangers feel that environment is not connected to people management and environment is completely a separate part which has no impact on business of the company. Most of the organization focus on two major factors- people and profit. Many studies found out that these two factors are closely connected to the environment [24]. People are part of environment. Environment changes over time due to human activities. Human activities are factors of environmental changes which have greater impact on future product demand and human activities. Environmental sustainability ensures sustainability of the business activities for long term business of any company. Environmental sustainability strongly reflected through the recruitment and selection processes. Environment friendly organization attract and select environmentally aware and highly skilled people [26]. Environmental issues might be introduced in training and development process to produce more efficient and ecofriendly HR. So, imparting right and clear idea about environment help to face the future environmental change for the survival in the competitive market. Based on the environmental issue's organization evaluate the performance of the employees in the organization which is termed as performance appraisal management in perspective of environment. Reward is provide based on environmentally correct behaviors of the employees.

Chapter-5

Findings of the Study

5.1. Findings of the Analytical Study:

The significant findings of the study area unit as follows:

i. Lack of financial security: It is challenging for an organization to operationalize the concept of HRM and design the appropriate one. Conventional HRM practice does not ensure financial security in future. Because it focuses on short-term profitability rather than long term sustainability.

ii. Lack of effective social networking: Conventional HRM practice does not include activities for expanding social networking. Because it does not consider the social factors to ensure social sustainability.

iii. Lack of effective HR policy: HRM practice which does not include sustainability may fail to develop a good HR policy. Because it does not consider the needs of HR.

iv. Lack of environmental awareness and sustainability: Most of the organization are not aware of the internal and external environment. Because they follow such HRM practices which does not consider environmental factors.

Chapter 06

Recommendations and Conclusion

6.1 Recommendations:

i. To develop a financial security through S-HRM: After intensive study on financial aspects of S-HRM I have found that practices of Sustainable Human Resource Management (S-HRM) increase the profitability of the organization leads to financial security of the employees working for the company. Sustainability of HR, societal factors, environmental factors closely connected to the financial sustainability of the business firm which support organization to run business for ling time in the competitive market with sustainable product value.

ii. To develop Social sustainability and networking through S-HRM: S-HRM ensure social sustainability through effective consideration of societal factors that has great impact on the business of the organization. In S-HRM practices Human Capital and Social Capital are developed through Connecting HR with effective social network, which ensure social sustainability issues. But it does not include all societal factors.

iii. To develop effective HR policy through S-HRM: People are major and central component of HRM system. S-HRM develop a sustainable Human Resource policy to balance HR consumption and HR reproduction. Positive and most effective side of the S-HRM system is to development of Human Resources for fulfilling future demands to face the challenges like technological, economic, environmental etc. This ultimately ensure the Human Capital sustainability that help the business organization to survive for long time.

iv. To develop a sustainable environment through S-HRM: Sustainable Environment is helpful for the organization to continue its business. S-HRM helps to maintain a sustainable environment which has significant impact on organizational performance. S-HRM introduces Environment friendly training, development, appraisal and reward programs through which people of the organization aware about the environment leads to more environmentally friendly HR activities and ensure environmental sustainability.

6.2 Conclusion:

HRM is essential for the effective utilization of HRs for organizational growth. Growth and Prosperity depend on several factors. These factors act as challenges for the business company. To face these challenges organization needs an organized system through which it can achieve its goals. It is very easy to say about the effectiveness of the system through theoretical explanations and analysis but difficult to implement. Although my opinion is S-HRM makes this difficult task easier through the effective and systematic implementation of HRM strategies to gain the final objective without doing any harm to the people, society, and environment.

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