Thesis Report

on

An Analysis on Sustainable Human Resource Management Practices

Submitted by:

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ID: RMBA2203027001

Program: Regular Master of Business Administration (RMBA)

Major: Human Resource Management

Department of Business Administration

Sonargaon University (SU)

Submitted to:

Department of Business Administration Faculty of Business

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Submitted for the partial fulfillment of the degree of Master of Business Administration

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Date of Submission: May 05, 2024

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Sonargaon University (SU)

Date of Submission: May 05, 2024

Letter of Transmittal

May 05, 2024
To
Mr. Md. Mostakin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Subject: Submission of Thesis Report on "An Analysis on Sustainable Human Resource Management Practices".

Dear Sir,
With most respectfully to state that I am pleased to submit my Thesis report titled **"An Analysis on Sustainable Human Resource Management Practices".** This report is an essential part of my MBA degree requirements, and I had the privilege of completing my Thesis at Human Resource Management under your guidance.

This report reflects current sustainable practices essential for organizations in our country. I have made an effort to include relevant details while keeping the report concise.
I kindly request your assessment of this report. Your feedback would be greatly appreciated. Thank you for your time and consideration.

Yours Sincerely

_____
Shafih Hasan Siam
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Acknowledgment

I would like to extend my gratitude for the invaluable assistance and sincere cooperation provided by various individuals in the preparation of this report. It's impossible to adequately thank all the wonderful people who directly or indirectly contributed to the successful completion of this report. I am deeply appreciative of their kind collaboration and support.

First and foremost, I would like to express my thanks to the divine power. Additionally, my foremost appreciation goes to my supervisor, **Mr. Md. Mostakin**, Lecturer, Department of Business Administration, Sonargaon University (SU), for his crucial guidance, scholarly insights, and unwavering support throughout my study period.

I would also like to expand my gratitude to all those who have directly and indirectly guided me in writing this analytical report. Many people, especially my teachers have made valuable comment and suggestions on my report which help to improve the quality of the report.

Declaration of Student

I am Shafih Hasan Siam, a student in the Regular Master of Business Administration program with ID: RMBA 2203027001 at Sonargaon University. I want to sincerely state that the report titled **"An Analysis on Sustainable Human Resource Management Practices"** has been genuinely created by me. During the preparation of this report, I ensured full compliance with international copyright regulations. I also want to clarify that this report has not been submitted anywhere else for the purpose of obtaining a degree.

Yours Sincerely

_____

Shafih Hasan Siam
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Letter of Authorization

I hereby confirm that the project report titled **"An Analysis on Sustainable Human Resource Management Practices"** is a genuine effort by Shafih Hasan Siam. The research was conducted under my guidance. I also affirm that, to the best of my knowledge, the content presented in this report has not been included in any other project report or dissertation that led to the award of a degree to any candidate earlier, whether in the same context or a different one. I wish his all the success in life.

Yours Sincerely

_____

Mr. Md. Mostakin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

List of Abbreviations

HRM	Human Resource Management
S-HRM	Sustainable Human Resource Management
HRD	Human Resource Development
HR	Human Resource
HPWS	High Performance Work System
HRP	Human Resource Planning
HRF	Human Resource Forecasting
HRIS	Human Resource Information System
SDF	Statistical Demand Forecasting
JD	Judgmental Demand Forecasting
GAAP	Generally Accepted Accounting Principles
HC	Human Capital
SC	Social Capital
G-HRM	Green Human Resource Management

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Executive Summary

This report is based on **Sustainable Practices in Human Resource Management**. Human Resource Management (HRM) is the combination of the activities regarding effective utilization of Human Resources of an organization. This process includes systematic recruiting, selecting, inducting, and orienting employees subsequently imparting training and development. Just as assessing the performance, in view of this determining compensation and giving advantages, inspiring and keeping up great connection with representatives and worker's guilds. It also includes employees' safety, welfare and health measurement in compliance with labor laws. Sustainable Human Resource Management (S-HRM) is an approach of gaining competitive advantages in this today's highly competitive situation. Sustainability in Human Resource Management presents the balanced situation of Resource Consumption and Resource Reproduction [1]. HRM practice is an important factor for determining the organizations success. Where sustainability in HRM creates a better management system by reducing negative impact on employees, society and business environment. A balanced situation created by practicing sustainable HRM leads to tremendous organizational growth and prosperity. S-HRM focuses on financial, social, human and environmental factors. Balancing all factors through systematic approaches and practices is the key objective of S-HRM in today's rapidly evolving business landscape, the integration of sustainability principles into Human Resource Management (HRM) practices has emerged as a crucial strategy for organizations aiming to thrive in the long term. Sustainable HRM encompasses initiatives that promote environmental conservation, social responsibility, and economic viability while managing human capital effectively.

Environmental Sustainability: Sustainable HRM involves adopting eco-friendly policies and practices throughout the employee lifecycle. This includes minimizing resource consumption, promoting remote work to reduce carbon emissions, and implementing green procurement processes for HR-related goods and services.

Social Responsibility: Organizations committed to sustainable HRM prioritize the well-being of their employees, communities, and society at large. This entails fostering diverse and inclusive workplaces, ensuring fair labor practices, and supporting employee health and wellness programs. Additionally, organizations engage in philanthropic activities and community outreach to contribute positively to society.

Economic Viability: Sustainable HRM contributes to the financial stability and long-term success of organizations. By investing in employee training and development, fostering a culture of innovation and creativity, and promoting ethical business practices, organizations can enhance employee productivity, attract top talent, and maintain a competitive edge in the market. Integration Across HR Functions: Sustainable practices should permeate all aspects of HR functions, including recruitment, training and development, performance management, compensation and benefits, and employee relations. HR professionals play a pivotal role in championing sustainability initiatives, driving cultural change, and embedding sustainability into the organizational DNA.

Measuring and Reporting: To track progress and ensure accountability, organizations must establish key performance indicators (KPIs) and metrics to measure the impact of sustainable HRM initiatives. Regular reporting on sustainability goals and outcomes fosters transparency, enhances stakeholder trust, and facilitates continuous improvement.

In conclusion, sustainable HRM is not merely a trend but a strategic imperative for organizations seeking to create value for all stakeholders while safeguarding the planet for future generations. By embracing sustainability principles in HR practices, organizations can achieve a triple bottom line of environmental stewardship, social equity, and economic prosperity.
This study would guide the present and future HRM practitioners to create well balanced system in practicing Human Resource Management. It also helps in systematic management that creates a stable condition in management system. S-HRM is a process that utilizes opportunities from the internal and external business environment for effective utilization of human resources. This current study is an attempt to create a framework for the study of the effectiveness of the application of S-HRM.

Chapter-01

Introduction

1. Introduction:

1.1 Research Introduction

In today's rapidly evolving business landscape, the concept of sustainability has gained significant traction, influencing various aspects of organizational operations. Among these, Human Resource Management (HRM) practices play a pivotal role in shaping sustainable business models. This analysis delves into the realm of Sustainable Human Resource Management (SHRM) practices, examining their implications, challenges, and potential for fostering long-term organizational success.

1.2 Background of Research

The burgeoning interest in sustainability has prompted organizations to reassess their HRM strategies to align with environmental, social, and economic objectives. This background explores the evolution of SHRM, highlighting key developments, theoretical frameworks, and empirical studies that underpin contemporary research in this field.

1.3 Problem Statement

Despite the growing recognition of SHRM's importance, organizations often encounter barriers in effectively implementing sustainable HRM practices. This section identifies these barriers, ranging from resource constraints to cultural resistance, and underscores the need for comprehensive analysis to address them.

1.4 Research Rationale

The rationale behind this research lies in the imperative to bridge the gap between theoretical discourse and practical application in SHRM. By elucidating the rationale, this section emphasizes the relevance and timeliness of investigating sustainable HRM practices in diverse organizational contexts.

1.5 Research Aim

The primary aim of this analysis is to scrutinize the multifaceted dimensions of SHRM practices and their impact on organizational sustainability. By elucidating the aim, this research seeks to provide insights into the strategic integration of sustainability principles into HRM frameworks.

1.6 Research Objectives

To achieve the research aim, several objectives are outlined, encompassing the examination of existing SHRM frameworks, identification of best practices, evaluation of organizational outcomes, and exploration of future trends in sustainable HRM.

1.7 Research Questions

This analysis addresses pertinent research questions concerning the effectiveness, challenges, and opportunities associated with implementing SHRM practices. By formulating specific research inquiries, this study aims to generate actionable knowledge for practitioners and scholars alike.

1.8 Research Significance

The significance of this research lies in its potential to inform organizational leaders, HR professionals, policymakers, and academia about the strategic significance of SHRM in fostering sustainable development. By elucidating the significance, this section underscores the practical relevance and scholarly contribution of the analysis.

1.9 Research Structure

To guide the reader through the analysis, the research structure outlines the organization of subsequent sections, delineating key themes, methodologies, and analytical frameworks employed in the study of SHRM practices and their sustainability implications.

Chapter-02

Literature Review

2. Literature Review

2.1 Introduction:

Sustainable Human Resource Management (SHRM) practices have gained significant attention due to their potential to enhance organizational performance while promoting environmental and social responsibility. These practices align HR strategies with sustainability goals, encompassing aspects like employee well-being, diversity and inclusion, environmental stewardship, and ethical leadership.

2.2 Gaps in Literature:

Despite increasing interest in SHRM, several gaps persist in the literature. These include the need for more empirical evidence on the effectiveness of specific SHRM practices, a deeper understanding of the mechanisms through which SHRM influences organizational outcomes, and the exploration of SHRM in various cultural and contextual settings.

2.3 Conceptual Frameworks for Qualitative Method:

Qualitative studies in SHRM often employ frameworks such as Stakeholder Theory, Resource-Based View, and Institutional Theory. These frameworks help researchers examine how various stakeholders' interests influence SHRM practices, how firm resources contribute to sustainable HR initiatives, and how institutional pressures shape organizational responses to sustainability challenges.

2.4 Theoretical Framework for Quantitative Method:

Quantitative research in SHRM frequently utilizes theoretical perspectives such as the High-Performance Work Systems (HPWS) framework, which emphasizes the relationship between HR practices and organizational performance. Additionally, frameworks like the Triple Bottom Line (TBL) theory provide a lens for assessing the impact of SHRM on economic, social, and environmental dimensions of sustainability.

2.5 Conceptual and Theoretical Frameworks for Mixed Method:

Mixed-method approaches in SHRM often combine qualitative frameworks such as Stakeholder Theory with quantitative models like the HPWS framework. By integrating both perspectives, researchers can gain a comprehensive understanding of how SHRM practices affect organizational sustainability outcomes while capturing the nuanced perspectives of various stakeholders.

2.6 Conclusion:

In conclusion, sustainable Human Resource Management practices play a crucial role in fostering organizational sustainability by addressing environmental, social, and economic concerns. While the literature has made significant strides in exploring SHRM's potential benefits, there remain gaps in understanding its mechanisms and effectiveness across different contexts. Future research should continue to advance both qualitative and quantitative methodologies, employing integrated approaches to deepen our understanding of SHRM's implications for organizational sustainability.

Chapter-03

Theory and Concept

3. Theory and Concept:

3.1 S-HRM Definition:

S-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. S-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 [2]. 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. S-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 S-HRM as a key factor in maintaining the sustainability of careers in the current socio-economic environment [12]. It's an important carrier for understanding sustainable careers. This paper suggests future research requires multilevel, multiple stakeholders, and a longitudinal approach.

S-HRM is an extension of strategic HRM that responds to societal, market, and environmental changes [13]. This approach for the better future of the organization is constantly changing and extensive research is required to figure out the true characteristics of S-HRM.

Developing an organization by effective utilization of Human resources is a long journey. S-HRM is the future of this long journey in order to add value regarding HR functions, HR practices, and HR analytics [14]. This paper suggests that future HR needs an inside/outside approach for adding value.

S-HRM has a considerable effect on organizational performance through a high-performance work system (HPWS) [15]. 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 [16]. 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 [17].

3.2 History of S-HRM

Sustainability 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 S-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

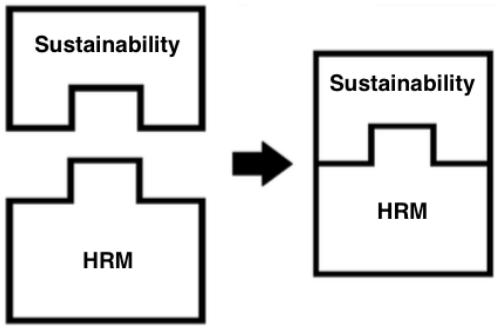


Fig: S-HRM Application

3.4 S-HRM and Human Resource Planning

HRP is a systematic way of ensuring the right people at the right job at right time. It is always based on forecasting and predicting the figure of future human resources. Human Resource Planning has a significant impact on organizational performance [19]. It includes several activities like measuring the future need of human resources based on the analysis of the development of industries and the economic conditions, making effective utilization of current human resources in the organization, finding the problems related to manpower, and determining the requirements for solving the problem. Planning necessary programs- requirement, selection, training, utilization, development, promotion, compensation, etc.



Fig: Model of Human Resource planning (source: [20])

HRP has significant role in maintaining sustainability in organization [21]. Human resource planning in terms of age, competence and culture improve the sustainability in the organization. Among these factors the most important factor is competence of the applicant that have major impact on sustainability practice in the organization.

3.5 S-HRM and Human Resource Forecasting:

Human Resource Forecasting (HRF) is a way to determine demand and supply for the human resources and predict the shortages or surpluses of the resources. There are three major steps of HRF a) Demand analysis b) Supply analysis c) shortages or surpluses analysis. Demand for the labors can easily be determined through trend analysis and leading indicator. On the other hand, supply analysis is done through succession or replacement charts, Human Resource Information system (HRIS) and Markov analysis. Demand forecasting is the prediction of the number and types of the people required for the organization in future. There are two approaches for demand forecasting: statistical and judgmental. In statistical demand forecasting (SDF) organization forecast the human resources when it is in stable condition and there is certainty. Most commonly used statistical demand forecasting methods are ratio, trend and regression analysis. In trend analysis, future need for human resources is determined based on past history of business trends. Ratio analysis determine future HR by measuring ratio between specific business factor and the number of people required. Regression analysis forecast HR according to the relationship between business factor and workforce size. There is assumption in SDF approach that the relationship between work force and business factor is constant over time. If this changes then forecast would be inaccurate. Judgmental Demand Forecasting (JDF) involves the human judgment rather than considering the number. Most commonly used methods in JDF are brainstorming and sales force estimates. In brainstorming method, a panel of experts from different fields who forecast the HR through brainstorming (like face to face discussion). At first, they examine the strategic plans of organization for developing new products and expanding new market, then try to predict demands, percentage of the market and availability of technologies. The accuracy of the forecasting depends on proper analysis of strength and weakness of the organization. On the other hand, sales force estimates involve the determination of number of people required in future based the new products' demand. The information regarding demand for new product is collected from the sale personnel's who have experience in customer dealings. There is possibility of biasness.

After demand forecasting organization will have idea on the future required number of people. Then organization need to estimate which position to be filled which is done through supply forecasting. Supply forecasting is done through two major steps. First step is to grouping the required position by title, function and responsibilities. Second step involves the change or leave the positions of current employees in the organization.

Estimating the future HR needs is the combined results of demand and supply forecasting. Through this organization will realize the need for creation human resources for the betterment of the organization.

S-HRM practice involves the balance of resource consumption and resource reproduction. So, HRF is essential for HR creation for future as we can balance the current consumption for maintaining sustainability in HRM. When HRP is completed, organization will implement to fulfill the needs for human resources. It has significant role in S-HRM practice for maintaining HR sustainability in the organization.



Fig: S-HRM practice

3.6 Financial aspect of S-HRM:

S-HRM practice helps to balance economic rationality and social responsibility at the same time [22]. The study analysis the importance and advantages of S-HRM in terms of economic, social and environmental factors. Sustainability is the term that can be used as principle of HRM. S-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. S-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. For small business firms it is required to monitor inflows and outflows of the cash. Financial department of the organization is responsible for the forecasting cash flow to prevent the shortage of the cash. Financial functions also include the investment of additional cash for higher return. Large business firms do investment daily basis and continuous monitoring of the financial market to select the best investments.

After forecasting and analyzing the financial results decision is made by management. This decision might be small or large. Decisions reflects the utilizations of limited resources like capital, human resources etc.

S-HRM not only concern about social and ecological factors but also financial benefits of the organization. Sustainability practice in HRM includes proper financial planning for the betterment of employees above all for the organizations. Financial benefits through effective financial planning helps to maintain sustainability of HR.

3.7 Social sustainability of S-HRM:

Sustainable Human Resource Management suggest better concepts and ways for designing organization and its internal system. There are several factors for sustainability practice in the organization. Human Capital (HC) measurement assist in developing sustainability which serve individual and the society [23]. The relationship between S-HRM and HC focus on economic and social factors. The effectiveness of the S-HRM is examined through HC assessment. HC assessment measures the level of contribution of HR in fulfilling organizational goals.

Technology and the market environment are changing rapidly. This rapid changing encourages the organization to adopt better way of HRM. Human is the major and central component of the society. Development of HR through S-HRM practice is the factor of long-term organizational success as well as it ensures social sustainability. HC represents all individuals with social, professional and methodological skills. It is identified by the integrating relationship between individual skill and organizational goals.

Social Capital (SC) indicates the ability of the performer to acquire benefits by the membership in social networks and structure. HC can be generated by SC. The value of HC can be developed through social relationship in social structure. People learn from others that can reproduce the human resources for future utilization in an organization. It nearly creates the sustainable HR. Interpersonal communication is an important skill that help to create future Human Capital. Social Capital (SC) is influences by Human Capital (HC). HC helps to effective use social capital for the organizational performance. Social Capital is responsible for the generating Human Capital.

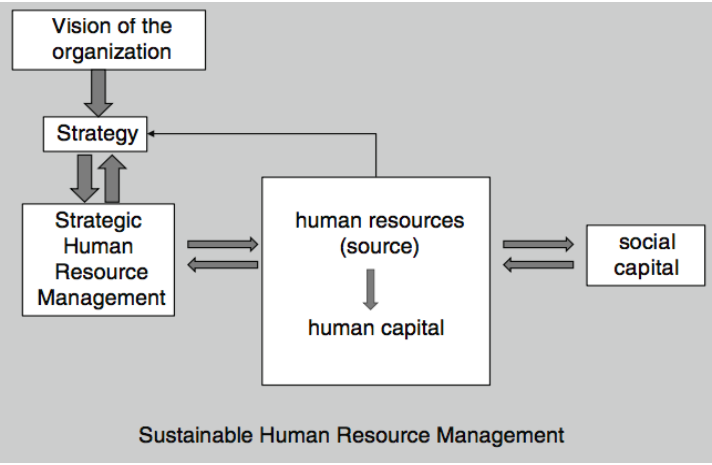


Fig: Social sustainability aspects in S-HRM (Source [23])

3.8 Human sustainability of S-HRM:

S-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. S-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 their production, 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 (S-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 [13]. 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. Safe work environment is not only basic human need in working system but also facilitative to high and quality working system. Employee health should be the top priority for the organization as all human activities are connected to this factor. If employees' health fail or organization become unsuccessful to provide health safety, then other activities will fail or would be less productive.

Work-life balance is another important issue in case of dual career families, high work load or long working hours. S-HRM indirectly solve the problems regarding this issue through work load management and introduces "Green Work-Life Balance Concept" for proper balance of employees work and private life [25]. People love and care their family members and want to spend quality time with them. Organization should always consider this issue. It should not utilize its HR in such a way that people cannot maintain and care their family. Human sustainability practice in S-HRM system indirectly solve this issue. Even though balancing work and personal life is not so easy at all while considering few things like age, child caring, physical and mental disabilities. S-HRM helps to introduce organization as a family friendly business firm, which is very helpful in retaining and regenerating HR ultimately ensure HR sustainability in HRM system.

Work load is an important factor for maintaining sustainability of HR. It is closely connected and become a reason behind the health issues and work-life balance.

Organization should deeply monitor this factor if it wants to sustain in the business. Work activities must ensure standard life style and protect the employees from harmful effect of physical, mental and above all financial stress. Organization should secure the financial condition of every employee and ensure standard working policy. Long term sustain depends on all the above factors and organization should consider these.

3.9 Environmental sustainability of S-HRM:

Creating Sustainable Environment is major focusing point of Green Human Resource Management (G-HRM). Safe and favorable environment is another outcome of S-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 providing based on environmentally correct behaviors of the employees. Technological and social change has made the organization think about the surroundings. An ideal organization who practice sustainable management must focus on environmental sustainability through S-HRM.

Chapter-04

Findings, Analysis and Discussion

4. Findings, Analysis and Discussion:

An Analysis on Sustainable Human Resource Management Practices likely delves into the examination of HR strategies that prioritize environmental, social, and economic sustainability. Here's a succinct summary:

4.1 Findings:

- Sustainable Human Resource Management (HRM) practices focus on integrating environmental, social, and economic concerns into HRM processes.
- Organizations adopting sustainable HRM practices tend to exhibit higher levels of employee engagement, satisfaction, and retention.
- Sustainable HRM practices contribute to improved organizational performance, including enhanced innovation, productivity, and reputation.
- Key sustainable HRM practices include promoting diversity and inclusion, implementing work-life balance initiatives, and fostering employee well-being.
- There is a growing trend among companies to align HRM strategies with sustainability goals, driven by factors such as regulatory requirements, stakeholder pressure, and recognition of the business benefits.

4.2 Analysis:

- Sustainable HRM practices represent a strategic approach to managing human capital that acknowledges the interconnectedness between business operations and broader societal and environmental concerns.
- By prioritizing sustainability in HRM, organizations can create a positive impact on society while also enhancing their competitive advantage and long-term viability.
- The implementation of sustainable HRM practices requires a shift in organizational culture, leadership commitment, and the development of supportive policies and processes.
- While there are clear benefits associated with sustainable HRM, challenges such as resistance to change, resource constraints, and measuring the impact of initiatives remain prevalent.
- Effective integration of sustainability principles into HRM necessitates collaboration across departments, stakeholder engagement, and ongoing monitoring and evaluation.

4.3 Discussion:

- The findings underscore the importance of adopting sustainable HRM practices as a means to address contemporary societal and environmental challenges while driving organizational success.
- Organizations can leverage sustainable HRM as a source of competitive advantage by attracting and retaining top talent, enhancing brand reputation, and fostering innovation and resilience

- There is a need for further research to explore the long-term effects and scalability of sustainable HRM practices across different industries and organizational contexts.
- Policymakers, practitioners, and educators play crucial roles in advancing sustainable HRM by promoting awareness, providing resources and support, and integrating sustainability into HRM curricula and professional development programs.

- Overall, sustainable HRM represents a paradigm shift in how organizations approach human capital management, emphasizing the importance of ethical, responsible, and holistic practices that benefit both people and the planet.

Chapter-05

Recommendations and Conclusion

5. Recommendations and Conclusion:

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.

5.2 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.

5.3 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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