Internship Report

on

"Sustainable Human Resource Management Practices: A case study on Startech Ltd."

Submitted by:

Golam Sajdani Pabhel

ID: BBA2003021031

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management

Department of Business Administration

Sonargaon University (SU)

Submitted to:

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

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

Sonargaon University (SU)

Date of Submission: September 09, 2024

I

Internship Report

on

“Sustainable Human Resource Management Practices:A case study on Startech Ltd.

Submitted by:

Golam Sajdani Pabhel

ID: BBA2003021031

Program: Bachelor Of Business Administration (BBA)

Major: Human Resource Management

Department of Business Administration

Sonargaon University (SU)

Supervised by:

Mr. Md. Mostakin

Lecturer

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

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

Sonargaon University (SU)

Date of Submission: September 09, 2024

Letter of Transmittal

September 09, 2024

To

Mr. Md. Mostakin

Lecturer

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

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

Dear Sir,

With most respectfully to state that I am pleased to submit my Internship report titled **"An Analysis on Sustainable Human Resource Management Practices".** This report is an essential part of my BBA degree requirements, and I had the privilege of completing my Internship 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

Golam Sajdani Pabhel
ID: BBA2003021031
Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM)
Sonargaon University (SU)

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 Golam Sajdani Pabhel, a student in the Bachelor of Business Administration program with ID:BBA2003021031 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

_____

Golam Sajdani Pabhel

ID: BBA2003021031

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Sonargaon University (SU)

Letter of Authorization

I hereby confirm that the project report titled **"An Analysis on Sustainable Human Resource Management Practices"** is a genuine effort by Golam Sajdani Pabhel. 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

Table of Contents

Serial Number	Topics	Page Number
	Title Page	I
	Letter of Transmittal	II
	Acknowledgement	III
	Declaration of Student	IV
	Letter of Authorization	V
	List of Abbreviations	VI
	Executive Summary	VIII
	Chapter-1: Introduction	**(1-3)**
1.	Introduction	2
1.1	Objectives of the study	3
1.2	Methodology of the study	3
1.3	Limitations of the study	3
	Chapter-2: Literature Review	**(4-5)**
2	Literature review	5
	Chapter-3: Concepts and Theory	**(6-14)**
3	Concepts and Theory	7
3.1	S-HRM Definition	7
3.2	History of S-HRM	8
3.3	Application of S-HRM	8
3.4	S-HRM and Human Resource Planning	9
3.5	S-HRM and Human Resource Forecasting	10
3.6	Financial aspect of S-HRM	11
3.7	Social sustainability of S-HRM	12
3.8	Human sustainability of S-HRM	13
3.9	Environmental sustainability of S-HRM	14
	Chapter-4: Findings, Recommendations and Conclusion	**(15-17)**
4	Findings, Recommendations and Conclusion	16
4.1	Findings	16
4.2	Recommendations	16
4.3	Conclusion	17
	References	**(17-19)**

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 the key objective of S-HRM.

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 1. Introduction:

Now a day's practicing sustainability in Human Resource Management is the key factor for a successful business organization. Sustainability is directly connected to the systematic HRM practices leads to physical, social and economic wellbeing of employees of the organization [3]. Adopting more sustainable strategy causes long term better performance and higher resiliency [4]. S-HRM provides more durability to the organization in the competitive forces. Organization can take it as strategy that can help organization to maintain a well-balanced condition for both employer and employees. Taking the opportunities from both organizational internal and external environment is key aspect of S-HRM.

It ensures the better management practices for the well-being for all. Market environment is changing day by day. To face this rapid change systematic management of human resources could be the key weapon for this challenge. We can maintain systematic HRM by practicing sustainability in the organization. To connect the human resource to the business needs, organization use the process named human resource planning. Sustainable planning leads to create proper bonding between people and business in the organization.

Today, practicing sustainability in HRM become most important strategy for many business organizations. Even small business firm can practice it for better outcomes. It is wise to consider the benefits of the S-HRM for organization in case of spending time and money for human resource management. In the field of human resource management S-HRM is a most advance and hot topic. It allows the business firms to show the way of balancing resource consumption and resource reproduction without any kind of wastages of valuable wastage. For current difficult economic times, it is necessary for a competent business firm to utilize resources especially human resources in most efficient way in every aspect of the business. For this type of business organization S- HRM is a light that shows the proper way. S-HRM practice has positive effect on the outcomes of an organization as well as it helps to secure efficient and high-performance environment of the employees, improve the adaptability, and focus on organizational objectives [5]. It is found that, organizational performance and employee performance can be improved by high-involvement HRM practices like S-HRM [6].

The main objectives of the S-HRM are to improve the effectiveness in current environment in the organization and create positive effect in future that fulfill the organizational goal. It ensures that in future effective human resources will be available for the organization. Business firms will learn the effective utilization and reproduction of human resources through S-HRM practice. Under this practice the organization will be able to anticipate the future demand for personnel.

Human Resource Planning (HRP) presents the future demand for the human resources with required skills and competencies for certain position at the right time considering the most cost- effective way. It helps to fulfill the business requirements in most efficient way. Balancing the number of employees is required for avoiding problematic situations. HRP is directly linked with organizational goals, mission, and vision. As well as HRP helps in effective implementation of strategies and resource allocation. Anticipating future human resource needs is the keep component of HRP. Human Resource reproduction in effective way is the objective of S-HRM.

1.1 Objective of the study:

The objectives of the current study are: -

i. To identify the factors of Sustainable Human Resource Management (S-HRM).

ii. To analyze common aspects of S-HRM. iii. To evaluate S-HRM implementations in the HRM system. iv. To explore the practice of S-HRM in corporate communication.

v. To find out some problems related to the conventional HRM system. vi.

To make some recommendations to overcome the identified problems.

1.2 Methodology:

This study is designed with a methodology under the following ways:

i. Data Sources:

Secondary data sources have been used for proper analysis of the S-HRM system.

ii. Data Collection Methods:

Collected and presented Secondary data has been found from the following sources:

a) Published papers, articles, journals, books, etc.

b)Website-Content

iii. Data Analysis and Presentation style:

This study includes analytical writings, explanations. Data has been analyzed through Microsoft office packages and presented in the form of figures, tables, graph charts, etc.

1.3 Research Gap :

The field of Human Resource Management (HRM) is evolving, with several research gaps identified across various studies, indicating areas ripe for future exploration. One significant gap is the discrepancy between intended and perceived HR practices and its impact on knowledge-sharing behaviors, suggesting a need for deeper understanding of HR implementation processes. Additionally, the research-practice gap in talent management highlights the necessity for research that is more aligned with organizational needs and societal relevance. The rapid advancement in electronic HRM technologies such as big data, artificial intelligence, and cloud computing also presents a gap in understanding their implications on HR practices and strategies.

Sustainable HRM, particularly green HRM, has been identified as a growing area of interest, yet research is still needed to explore its integration with corporate social responsibility, sustainable development, and supply chain management. The evolving relationship between Total Quality Management and HRM in response to environmental and technological changes also presents gaps in understanding how these disciplines can further integrate

1.4 Scope of the study:

This study creates an opportunity for further studies in this arena. At individual level study, researcher could examine employee perceptions, values and attitudes to sustainable HRM and their impacts on them. Organizational level studies could consider macro variables such as top management support, corporate social responsibility strategies, organizational sustainability supports and sustainability culture to influence the adoption of sustainability HRM. Country level study based on economic conditions, cultural values, population size and political structure might be interesting areas of sustainability research. Because sustainable HRM is still comparatively new, future studies might have focus on its outcomes on organizational level (organizational sustainable competitiveness, sustainable performance) and employee level (employee sustainable behavior, employee well-being and satisfaction). The research in suggested areas would facilitate policymakers and practitioners to understand the progress towards achieving SDGs of a particular nation. Future researchers might consider Theory of planned behavior, Social Identity theory and the goal-setting theory because they could provide a better understanding on how sustainable HRM practices affect the behavior and performance of individuals and organization. Future studies could use more empirical and mixed method study to contribute greatly to this body of knowledge. The significance of sustainable HRM practices in the organizations cannot be overlooked. Hence, policy makers and top management must approach it holistically and committedly to make it work efficiently for the betterment of people and planet.

1.5 limitation of the Study:

This study includes the following limitations

- ➢ Lack of enough resources on the website for a proper ending.
- ➢ Not so popular HRM practice in Bangladesh, so data findings were difficult.
- ➢ Limited to theoretical analysis.
- ➢ Lack of Accessibility of many well-known articles.
- ➢ Difficulty in finding relevant data.

Chapter-02 Literature Review

4 2. 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 [7]. 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 [8]. 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 analyzed the impact of HRM practices on financial performance and stakeholders of an organization [9]. This study showed the importance of sustainability practices in HRM linking several terms like green HRM, ethical aspects, social responsibility, stakeholders, and leadership. Sugumar 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 [10]. 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 [2]. 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 [11]. 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 [18].

Chapter-03 Concepts and Theory

3. Concepts and Theory:

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

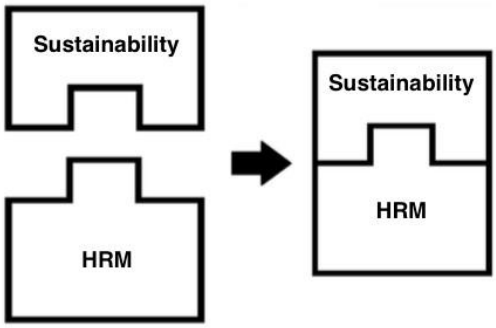


Fig: S-HRM Application

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.

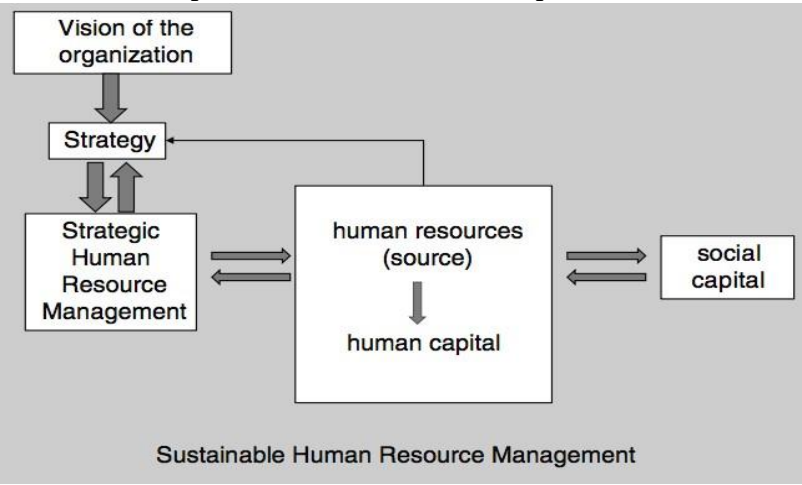


Fig: Social sustainability aspects in S-HRM (Source [23])

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, recommendations and Conclusion

4. Findings, recommendations and Conclusion:

4.1. 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 fact

4.2 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

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.

4.3 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

Reference:

[1] Randev, K. K., & Jha, J. K. (2019). Sustainable Human Resource Management: A Literature- based Introduction. NHRD Network Journal, 263145411987349.

[2] Kramar, R. (2013). Beyond strategic human resource management: is sustainable human resource management the next approach? The International Journal of Human Resource Management, 25(8), 1069–1089.

[3] Janaina Macke & Denise Genari (2019). Systematic literature review on sustainable human resource management. Journal of Cleaner Production, 208, 806-815.

[4] Avery, G. C., & Bergsteiner, H. (2011). Sustainable leadership practices for enhancing business resilience and performance. Strategy & Leadership, 39(3), 5–15.

[5] Almarzooqi, A. H., Khan, M., & Khalid, K. (2019). The role of sustainable HRM in sustaining positive organizational outcomes. International Journal of Productivity and Performance Management.

[6] Manzoor, F., Wei, L., Bányai, T., Nurunnabi, M., & Subhan, Q. A. (2019). An Examination of Sustainable HRM Practices on Job Performance: An Application of Training as a Moderator. Sustainability, 11(8), 226

[7] Ehnert, I. (2009). Sustainable Human Resource Management. Contributions to Management Science.

[8] Chams, N., & García-Blandón, J. (2019). On the importance of sustainable human resource management for the adoption of sustainable development goals. Resources, Conservation and Recycling, 141, 109–122.

[9] Järlström, M., Saru, E., & Vanhala, S. (2016). Sustainable Human Resource Management with Salience of Stakeholders: A Top Management Perspective. Journal of Business Ethics.

[10] Mariappanadar, S. (2016). Health harm of work from the sustainable HRM perspective: scale development and validation. International Journal of Manpower, 37(6), 924–944.

[11] Lopez-Cabrales, A., & Valle-Cabrera, R. (2019). Sustainable HRM strategies and employment relationships as drivers of the triple bottom line. Human Resource Management Review, 100689.

[12] De Vos, A., & Van der Heijden, B. I. (2017). Current thinking on contemporary careers: the key roles of sustainable HRM and sustainability of careers. Current Opinion in Environmental Sustainability, 28, 41–50.

[13] Stankevičiūtė, Ž., & Savanevičienė, A. (2018). Designing Sustainable HRM: The Core Characteristics of Emerging Field. Sustainability, 10(12), 4798.

[14] Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? Human Resource Management Review, 25(2), 188–204.

[15] Mariappanadar, S., & Kramar, R. (2014). Sustainable HRM. Asia-Pacific Journal of Business Administration, 6(3), 206–224.

[16] Ehnert, I., Harry, W., & Zink, K. J. (2013). Sustainability and HRM. CSR, Sustainability, Ethics & Governance, 3–32.

[17] Vanka, S., Rao, M. B., Singh, S., & Pulaparthi, M. R. (Eds.). (2020). Sustainable Human Resource Management.

[18] Diaz-Carrion, R., López-Fernández, M., & Romero-Fernandez, P. M. (2018). Developing a sustainable HRM system from a contextual perspective. Corporate Social Responsibility and Environmental Management.

[19] Nkomo, S. M. (1987). Human resource planning and organization performance: An exploratory analysis. Strategic Management Journal, 8(4), 387–392.

[20] K Aswathappa (2007). Human Resources and Personal Management (Text and Cases). Book. [21] Continue Anddison Eketu & Friday Ogbu Edeh (PhD) (2017). Human Resource Planning and Organisational Sustainability: A Study of Selected Telecommunication Firms in Rivers State. International Journal of Social Science and Management Research, Vol. 3, No. 3

[22] Zivile Stankeviciute & Asta Savaneviciene (2013). SUSTAINABILITY AS A CONCEPT FOR HUMAN RESOURCE MANAGEMENT. Journal of Economics and Management, Vol. 18, No. 4.

[23] Osranek, R., & Zink, K. J. (2013). Corporate Human Capital and Social Sustainability of Human Resources. CSR, Sustainability, Ethics & Governance, 105–126.

[24] Jyoti, K. (2019). Green HRM –People Management Commitment to Environmental Sustainability. SSRN Electronic Journal.

[25] Muster, V., & Schrader, U. (2011). Green Work-Life Balance: A New Perspective for Green HRM. German Journal of Human Resource Management: Zeitschrift Für Personalforschung, 25(2), 140–156.

[26] Renwick, D. W. S., Redman, T., & Maguire, S. (2012). Green Human Resource Management:

A Review and Research Agenda*. International Journal of Management Reviews, 15(1), 1–14.

THANK YOU