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HUMAN RESOURCE MANAGEMENT STRATEGIES FOR BUSINESS SUSTAINABILITY AND DEVELOPMENT

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ABSTRACT:

From the perspective of human resource management (HRM), business sustainability is a management and leadership philosophy about how people can best contribute to organisational success by minimizing the negative impact of their work on environmental and social factors while simultaneously improving financial factors. The construct HRM strategic integration in business sustainability strategy is used to investigate the function of HRM in company sustainability. This research also looks at how HRM incorporates sustainability into its processes and how that affects the organization's success. The data was examined using SEM, and the findings highlighted the importance of the relationship between HRM strategic sustainability strategy integration and organisational performance. Organizational performance was examined in terms of three aspects of company sustainability: profit, people, and the environment. Furthermore, the importance of these associations is examined using contingency factors, the age of the organisation, and the number of employees. When HRM is strategically integrated into a business's sustainability plan, the study's empirical evidence demonstrates a significant positive relationship between organisational performance and sustainability. The HRM role in corporate sustainability is demonstrated in Model I4C.

Key words: Human Resource Management, people, organization, sustainability, strategy.

INTRODUCTION:

The purpose of human resource management is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in recruiting, training, employee-relations or benefits, recruiting specialists, find, and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done

through training programs, performance evaluations and reward programs. Employee relations deal with concerns of employees when policies are broken, such as in cases involving harassment or discrimination. Someone in benefits develops compensation structures, family-leave programs, discounts and other benefits that employees can get. These human-resources professionals could work in all areas or be labor-relations representatives working with unionized employees.

Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. The term *human resources* was first coined in the 1960s when the value of labor relations began to garner attention and when notions such as motivation, organizational behavior, and selection assessments began to take shape. Human resource management is a contemporary, umbrella term used to describe the management and development of employees in an organization. Also called personnel or talent management (although these terms are a bit antiquated), human resource management involves overseeing all things related to managing an organization's human capital.

Human resource management involves developing and administering programs that are designed to increase the effectiveness of an organization or business. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship.

For most organizations, agencies, and businesses, the human resources department is responsible for:

- Managing job recruitment, selection, and promotion
- Developing and overseeing employee benefits and wellness programs
- Developing, promoting, and enforcing personnel policies
- Promoting employee career development and job training
- Providing orientation programs for new hires
- Providing guidance regarding disciplinary actions.

REVIEW OF LITERATURE:

- According to the findings of Sharma et al(2020):Sustainability and Industry 4.0 are two new theoretical and practical disciplines relating to the environment and technology. There has been an increase in interest in combining these two bodies of knowledge.
- SHRM evolved from human resource management to focus on the topic of human resource management in an organizational context rather than an individual one and its role in supporting the business (Liao, 2005). The link and alignment of corporate strategy and HRM to organizational performance (Bao et al., 2011; Shameem, 2011; Luna-arocas and Camp, 2008) provided the major study environment.
- Kaufman and Miller (2011) found that firms' human resource management approaches typically followed Delery and Doty's (1996) three-part typology of universalistic,

contingency, and configurationally viewpoints. The universalistic approach was seen to be the finest. In the meanwhile, the contingency and configurationally viewpoints were deemed to be the most appropriate.

- According to Wright and McMahan (2011), the issue of human capital is how a firm decides to invest in its employees through training and development, as well as providing education through scholarships.
- Scholars have shown the effect of human capital on organizational performance through the accumulation of human capital in organisations in empirical research that apply human capital theory (Youndt and Snell, 2004; Teo et al., 2011).
- Strategic human resource management (SHRM) first appeared in the middle of the 1980s and is now recognised as an important academic field and practice in business administration (Kaufman, 2015). Given the importance of human resource management (HRM) strategic performance, its academic relevance has been acquiring an increasing international focus (Jackson, Schuler, & Jiang, 2014).
- According to Armond et al. (2016), the most popular techniques to integrating business strategy with HR policies emerge from a logical perspective, from normative models that specify how HR policies can be connected to the organization's current development stage, as well as its strategic guidance. SHRM's goal in this context is to examine how work relationships are handled in connection to organizational goals, because people and their interactions are critical to achieving organizational objectives (2006, Legge).
- According to Mark Schmit, Ph.D., SPHR, SHRM's director of research. "The usage of sustainability programmes in businesses is quickly increasing." "Organizations are becoming more conscious of the benefits of sustainability to society as well as to their own bottom lines,"
- "It's a terrific method for HR to operate at a higher level," said Gerlinde Herrmann, GPHR, president of The Hermann Group Limited, an executive search agency, and a member of SHRM's Corporate Social Responsibility and Sustainability Special Expertise Panel.

Objectives of the study:

The objectives of HRM may be as follows

- 1) To create and utilize and motivated workforce, to accomplish the basic organizational goals.
- 2) To establish and maintain sound organizational structure and desirable working relationship among all the members of the organization.
- 3) To create facilities and opportunities for individual or group development so as to match

with the growth of the organization.

- 4) To attain an effective utilization of human resources in the achievement of organization goals
- 5) To identify and satisfy employee needs by providing adequate and equitable wages, incentives, employee benefits and social security and measures for challenging work prestige, recognition, security, status etc.
- 6) To identify, develop and maintain a quality of work life.
- 7) To establish the organization with well-trained and well-motivated employees.
- 8) To identify and communicate HR policies to all employee`
- 9) To identify ethical and social responsiveness to the needs of society.

Research Methodology:

This paper is primarily based on secondary data, from numerous study of books, journals and articles.

IMPORTANCE OF STRATEGIC HUMAN RESOURCES MANAGEMENT FOR BUSINESS POTENTIALITY:

A good strategic HR definition connects an organization's vision, objectives, and goals with the actions of one of its most valuable assets—its workers (also known as its human capital). Depending on the industry, strategic human resources management (strategic HRM) can serve a variety of purposes or goals.

In general, it tries to boost corporate performance by attracting, developing, and retaining the greatest talent available to provide the company a competitive edge. The goal is to create and maintain a progressive organisational culture that is conducive to business needs. Within a company, strategic HRM and HR goals are not static things. They must, by their very nature, adapt on a regular basis to ensure that they are fully aligned with the company's overall strategy. As a result, you should ensure that your current HR trends and best practises are not only aligned with your organisation, but also with progressive HR trends.

Here are our top seven recommendations for implementing a strategic HRM approach in your company.

1. Be aware of your company's present strategy and goals:

To connect your HR strategy with the larger business plan, you must first understand it properly, with a special focus on the elements of the strategy where HR management can make the biggest impact.

It is critical that the company's senior leadership team not only defines but also successfully communicates the company's goals and objectives to the rest of the organisation. This manner,

everyone knows what role they can play in the organization's success and can tailor their own work accordingly.

2. Conduct an audit of your HR department:

The next stage is to assess the effectiveness of your current HR staff in order to better understand the capabilities and talents you have on hand, as well as the chances to add value in various areas.

This procedure can be carried out in a variety of ways. Naturally, the performance review process is a good place to start, but you don't have to wait for the biannual review to get started. Start working with the team on some effective skills and competency framework evaluations to understand where the team's strengths and potential are.

3. Align the competencies of your HR department with the strategy:

Step two's analytical exercise will also assist you in identifying your skill shortcomings. It will assist you in determining whether you need to add to your HR team in order to support the strategic human resource management process.

4. Project your future human resource needs:

It's necessary to assess your HR function's current capabilities, but this is merely a glimpse of the current situation. Looking forward at the company strategy and planning how HR can help and partner with the business to achieve its goals is an important aspect of strategic human resource management.

In this forecasting exercise, supply and demand are the two most important factors to consider. The term "supply" refers to current personnel and the opportunities that exist within their skill set. In terms of desired or required HR skills, demand evaluates what might be required in the future.

5. Assess the instruments that employees will require to perform their jobs:

After you've defined your existing and future employees' skill sets, the next crucial stage in the strategic HRM process is to collaborate with each business department to build the following:

- a) HR tools that enable teams to function more efficiently and effectively; and
- b) To what extent does the company already use such technologies, and what investments might be required in the future.

This is critical because, while it is widely thought that employees' talents and expertise are the most essential factors in corporate success, they will not be able to achieve their full potential unless they have the right tools (e.g., IT hardware and software) to do so.

6. Define and implement your human resources strategic goals:

Now that you've finished the necessary groundwork, it's time to identify your primary HR

strategic goals and put your plan into action. One of the most important aspects of this stage of the strategic human resource management process is to start recruiting workers to replace the gaps in personnel that are limiting your company's capacity to expand and prosper.

It's also critical to communicate your HR strategy and goals both within the HR staff and across the company as a whole, so that they're completely incorporated into day-to-day operations.

7. Evaluate the efficacy of your strategic human resource approaches:

The hard job of strategic human resource management implementation does not end there. You must regularly evaluate the effectiveness of your HR strategy to ensure that it is contributing positively to business performance as business demands and objectives change.

ROLE OF HUMAN RESOURCE IN SUSTAINABLE BUSINESS:

HR has the capacity to serve as the organization's moral compass, encouraging policies and practices that are both human and environmental friendly. While these objectives are difficult to fulfill, HRM can help managers and employees communicate more effectively and contribute to organisational culture development, as research has shown over the last 20 years.

HR's strategic role connects ethical values, corporate social responsibility (CSR), and HR operations, forming a road map to long-term success. HR professionals may assist and implement sustainability through 'everyday tools,' such as:

- Techniques for engagement that emphasise an open and transparent communication style
- Theories of motivation based on extrinsic and intrinsic values.
- Regular meetings that are inspiring and based on the ideals of respect and understanding
- Using analytical skills to rethink functions in order to better align them with the organization's goals.

In the case of a long-term business, these people-oriented talents are even more crucial. The goal is to create a harmonious environment that is sustainable and takes into account not just economic concerns but also human resources and their interactions with the environment. This can be accomplished by promoting open communications and activities like conversation with employees and stakeholders, as well as a well-developed sustainable HR capability that examines HR policies on a regular basis to ensure alignment with sustainability principles.

SUSTAINABILITY INITIATIVES: DRIVERS AND BARRIERS:

"A call to action for the HR profession to play a larger part in the strategic planning process and to demonstrate leadership on this vital topic," the report says. According to the survey results, three-quarters of businesses engages in sustainable workplace or company practices. The following are the main reasons for investing in sustainability:

- Making a contribution to society

- Financial advantage over the competition.
- Environmental factors are important.
- Operating costs are being reduced.
- Concerns about one's health and safety.

The cost of establishing sustainable strategies or practices, the difficulty of quantifying return on investment, a lack of leadership support, the difficulties of maintaining sustainable practices, and a lack of internal capacity or expertise were all mentioned as hurdles by survey respondents. According to the study report, the most often mentioned positive effects from sustainability programmes are:

- Employee morale has improved.
- Business operations that is more efficient.
- An improved public image.
- Employee loyalty has improved.
- Brand recognition has improved.

Conclusion:

As per the research it has be analyzed that HR professionals being a group must become more proactive in understanding business trends, opportunities, and risks in the area of sustainability, as well as the perspectives and concerns of relevant internal and external stakeholders and how to ensure that these are effectively engaged in the strategy (Harmon, Fairfield, and Wirtenberg 17). This knowledge may then be translated into HR policies and procedures that support strategic sustainability and provide commercial benefits, making it easier to persuade even the most sceptics to join the cause. In other words, HR professionals must become proponents of sustainability as well as experts in the field, as well as business partners to senior executives in its comprehensive implementation. Human resource management is crucial in assisting the organisation in increasing its effectiveness, managing corporate governance and ethical concerns beyond financial performance, and assisting in the realignment of the organization's future direction and vision of new methods of working.

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