



Sustainability in the Modern Human Resource Management

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ABSTRACT –

The current study sought to understand and explore the field of Modern Human Resource Management along with Sustainable Development in hand. In a nutshell, this study focuses on how the development of Modern Human Resource Management along with sustainability will protect the earth from ultimate climate change and the organization to reduce excessive contaminations and wastages. The research study involved the collection of data from various sources, journals, articles, publications, and relevant empirical studies. The data collected was analyzed through common themes generated from the documentation of this project. Human Resource Management is responsible for personnel and resources allocation management. The results of this study depicted that People Services or Modern Human Resource Management with sustainability improved the performance and productivity of different enterprises. It further helps the firms to increase their profits, reduce the labor, operating costs, and expenditures on the wastage of raw materials, with the satisfaction of employees and more incentivization and mutual benefits and a mission to protect this world from critical climate conditions and perilous circumstances with diminishing rates of Labour Turnover ratio of the enterprise. Human Resource (HR) plays a pivotal and key role in 'go green' as not only do they clean their offices from unnecessary wastages but it also attracts the interest of the public and society for the well-being of the environment and surroundings.

Keywords: - Modern Human Resource Management, Sustainable Development, People Services, Incentivization, Labour Turnover Ratio, Technological Development.

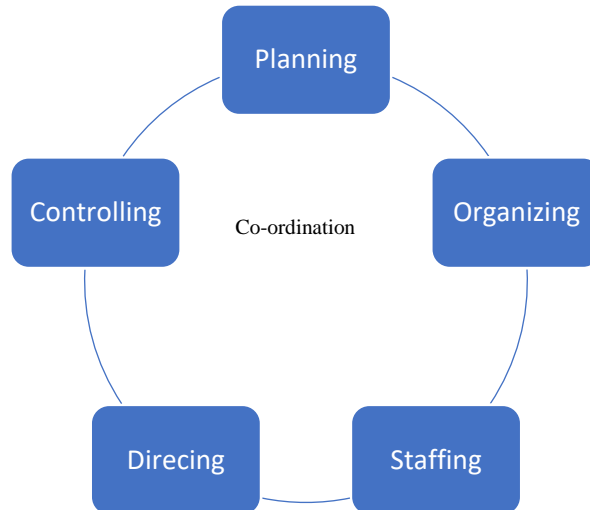
I. INTRODUCTION

Human Resource Management (HRM) or also referred to as the People's Service is the management of people in an organization, assigning them duties, authority, and responsibility, resources to work upon, and handing the administration work of an enterprise. This definition is an older version of HRM, which just consists of all the reporting to directors, filing documents, indexing them, and the other administrative functions of a normal HR Manager, which is pivotal but not the whole picture and the only duty to handle the men, money to them (wages) and supplying materials to them.

The modern definition of HR states that Human Resource management is to check vacancy, hire, regulate the smooth onboarding procedure, talent acquisition, time management, employee motivation and encouragement, performance appraisal, workability, flexible work hours, work culture, co-operation in the workplace and the list will never end as it is a continuous process as being a modernized HR is not that easy. The HR also needs to maintain efficiency and a chain of coordination between all the departments and their respective heads to know about their overall growth, consumption, and productivity along with the performance indication and reflection in company management.

The HR manager must ensure that the resources are properly distributed and optimally used in a generic case like the other managers in the organization do. Apart from that, the HR manager needs to check payrolls, PFs, gratuity, maturities, and time frame of the employee (stability of the tenure of personnel as per Henry Fayol's principle of Modern Management). The HR Manager needs to look for the vacancy in case an employee leaves or resigns, fill the correct place with the right person at the right time in an enterprise for the smooth functioning of the firm. He also needs to look after the Industrial Relations (maintaining sound relations with the industrial workers) and look after their demands, health care, workplace safety, etc., and a lot of factors. Even though there is a different department for the Industrial relation Management, HR also needs to cope with them too.

These are the range of the duties of an HR in the Internal Management or within the Organization. There are many aspects of work and roles of HR outside the organization too.



Now, talking about today's market, especially the post-covid-19 surge, the market has turned to an environment where people have the freedom to freely change their tastes and preferences due to many options of related goods and substitutes. So the market motto became 'Change is the only constant.' Hence, an organization needs to look after the needs and wants of the consumers and to keep track of their demand and supply the necessary to them. But what is the role of HR in this? An HR needs to look after the people of the organization or the employees who work after it, maintain the unity of command and direction, and the delegation of authority and responsibility.

There are some key functions of a Modern HR Manager in an organization to look after:-



-Source: - (AIHR)

These are some of the basic functions of HR to look after in the workplace to achieve the organizational goals and objectives which are pre-defined already in the planning process.

The Managerial Process of an Organization goes like this:-

Co-Ordination is the soul of Management. Similarly, depicting the process of Management is as same as of the HR Manager to which is as follow:-

1. **Planning:** - The HR needs to plan the layout of an office (ideal workspace environment creation), good lighting and infrastructure, hybrid environment with mobility, and forecast the labor requirement of the organization as of its nature and size and the type of employment required.
2. **Organizing:** - After forecasting the necessary things, keeping in mind the key affecting factors of the organization, the HR needs to arrange the workplace neatly as pre-planned. In short, planning is thinking, and organizing means implementation of the thought and desired plan.
3. **Staffing:** - This is considered as one of the most important elements of an HR manager, where he needs to post the application of the requirement of men, receive job applications from various people, schedule interviews, meetings, or discussions (as per the job requirement), talent acquisition and shortlisting, running final round of interview (if required) and hiring the right person at the right position. It is wrong if

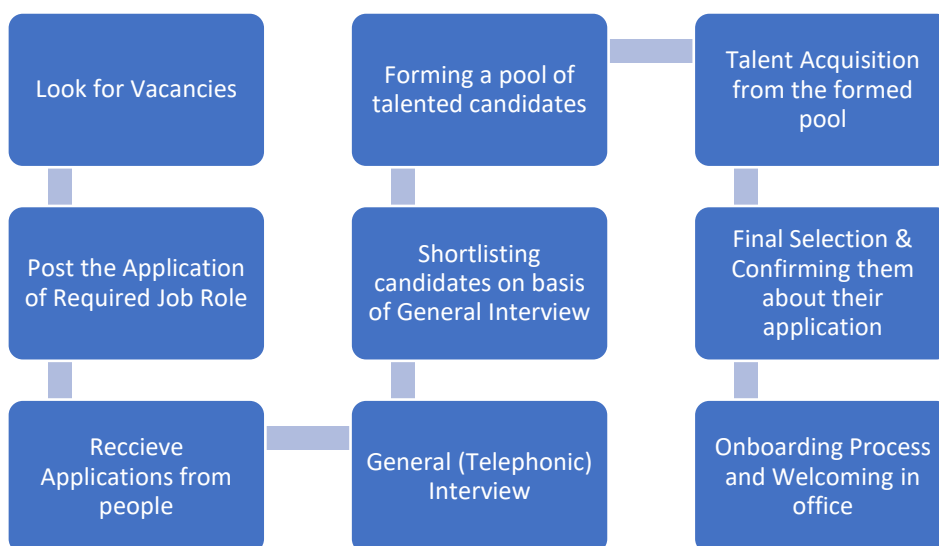
HR hires a marketer for the position of finance manager. Hence he needs to look after the qualifications, skills, and experience of people and take proper decisions without any partiality or priority with one person against the others, equality is a must.

4. Directing: - Directing means leading and risk-taking ability of the manager to disseminate required information of the organization, distribute resources, proper in-time submissions, coordination, and ensure that employees are working under a good leader.
5. Controlling: - Controlling is simply referred to as the supervision stage. After distributing tasks, authority, and responsibility to the subordinates, a responsible HR must supervise the employees and ensure that they are working properly on the given task or not.

After the controlling stage, the planning process repeats, and the cycle of management goes on. It never stops until the winding up of the firm or insolvency due to which it needs to cease its operations and production. It is also the responsibility of HR to ensure people are not leaving the organization and keep retaining them by offering increment, incentives, leaves, perks, and benefits, offers, vacations, bonuses and organizing competitions, workshops, offering co-working space, training, and development and many innovations and efforts to keep them retained and preserved as well as to improve their productivity, efficiency, and effectiveness in the organization.

Apart from the key functions and the cyclical process of HR Management, there are some of the major parts or roles of HR which are hiring and selection of the vacancy appeared in the workplace, which is to be filled as soon as possible to reduce the work burden on the other employees, the HR manager needs to evaluate their hiring practices and implement techniques to fill the required position quickly in the workspace: -

The General Hiring Process of the HRM of a firm: -



The entire process of HR Manager in a nutshell

In a glimpse and shorter way, the HR needs to make and analyze reports of the different departments of the organization to understand the work performance of the employees and to match the actual working standards of the Organization as done in the Planning process.

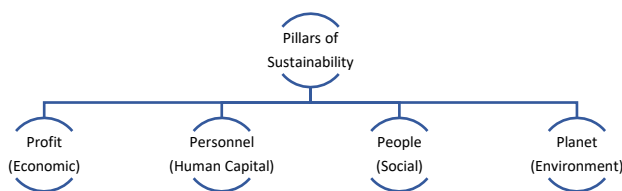
This was all about the functioning, roles, processes, and an outlook at the work of the typical Modern HR Manager. But due to this evolving time causing a necessity to innovate and create new things, products and offer various services for the advancement of the backward or rural areas and the betterment of mankind. But that caused a two-sided result, the solution of course, but a new problem that's not even present and can't be resonated with the historical analogies, wastage preservation. It is a question that we are producing more wastages than the required goods itself and throwing it to the nature, but slowly, time-to-time, nature has reminded us by showing some ill effects on its environments like global warming, soaring temperatures, winter rains, warmer night, suffocation and high carbon presence, depleting air quality, salty water and burning lakes and what not we are seeing nowadays, due to which animals and even birds suffer.

Hence, we need a solution to achieve desired results as well as a good environment with almost no wastage and no ill effects on the living beings and the solution is to 'go green' or attain sustainability for which the terminology is referred to as 'sustainable development in the field of Human Resource Management in a modernized way, creating a good and green impact, both on the organization as well as the society.

II. SUSTAINABILITY IN MODERN HR MANAGEMENT

What is Sustainability? How will it impact the organizational goals? Will it improve or degrade the role of the HR Manager? How will it improve society and nature? Is it good for the Company to go green and adopt the greener path of sustainability? We will look after the answers especially from the viewpoint of Human Resource as an active part in the sustainability updations of the Organization.

Sustainability means meeting the organizational goals and objectives without compromising or affecting the ability of the upcoming generations of the firm to achieve its goals. In a simpler sense, the organization keeps updating itself day by day and the managerial people of the organization will change one day, so attaining the goals of the enterprise without affecting the needs of the future management of the firm is known as sustainable development. Sustainability is often represented with its four pillars of focus: -



The Pillars of Sustainability or the Sustainable development

Generally, a business is run by the main motive of gaining profits like the capitalist economies, which sometimes leads people and consumers to exploit and cut-throat competition.

But if the business adopts the model of sustainability, it can achieve four different progressions in a single go and also can survive the intensified competition at the same time, it can gain the trust of the people or the consumers and shift their focus towards the organizational well-being

The pillars of sustainable development consist of: -

1. **Profit (Economic):** - The objective of a business can be leading innovation, inventing things, offering good quality products to the people, increasing reputation or even non-government organizations, NPOs or technological development and research, but the main motive of a company or an organization is profits, even for an NPO or NGO, they need sufficient income to make good changes. Sustainability ensures a company (especially HR) works in an environment that provides good open space which incurs lesser costs than building a whole infrastructure and creating some green spaces like gardens, lawns, etc. which incurs fewer costs, boosts the productivity of employees, gives direct contact with the natural spaces, good work culture and health and peace of mind to work calm without stress or tension, all at lower costs but higher quality. For Example, if a product is sustainably made by using organic materials and proper discharge of spoilages, the customer will like its natural serving, utility, and increased capacity of units per price, so it is a win-win situation for both, the organization as well as for the society. The Organizational costs are reduced, leading to lesser production costs and low selling prices than the other competitors, taking the lead against the others and winning consumers' trust at the same time.
2. **Personnel (Human Capital):** - Employees are the real assets of the organization and they are the ones who handle and manage the machine, men, and materials of the firm, whereas it is the responsibility of the HR to maintain and retain them, keeping them happy and ensuring job satisfaction, handing performance appraisal, innovate the recruitment methods, using technological assistance to prevent transportation cost and an impact of the reduction in the pollution. Human sustainability aims to maintain and constantly improve the human capital in society. In terms of an umbrella of the workplace, HR must ensure the proper work durability as well as the stability of the tenure of personnel in the workplace. Human planning is made to hire only necessary people so that the office won't be overcrowded with lots of people doing a small amount of work, with decreasing rate of productivity. Hence, the pillar of Human Capital also plays a key role in the sustainable management of the HRM.
3. **People (Social motive):** - People not only involve the consumer, shareholders, or the general public, it also refers to the human workforce in the enterprise which are the employees and the casual laborers, and ultimately managing them is the responsibility of the Human Resource Manager. Society acts as one of the most important and key factors in the element of sustainability, as they are the ones who purchase, consume, and give respective feedback of that product or acquired service provided by the organization. They have also taken note of the product or service usage, requirement, and wastage that occurred, quality, value for the price, etc., and these are also considered as in the parts of sustainability. For example, if a product is sustainably made, the government attaches the special 'go green' or 'clean and green' marks on the product which is special and desired by the people for its natural perseverance. On the other hand, the government itself promotes the product to the people so that they can get aware of it, leading to people's well-being and goodness and an increase in the company's goodwill in the eyes of the people.
4. **Planet (Environment):** - Apart from just the motive of profit gaining and societal trust, sustainability also ensures that the damage to the environment caused is too little or equal to nothing. This is one of the main pillars of sustainability that cope with the other two and acts as the main pillar. Imagine if there are two workplaces, one is full of dusty, tensed, heavy work, dirty and untidy and no greenery nearby and another has good green and open spaces, mobility, tense free and team working environment, with tidy and clean office rooms with small green pots on each cubicle, which one do you work upon? Here, the HR needs to emphasize the greenery and open spaces with direct contact to the sunlight which awakens the employees to work even better and is good for their health too. So the environment needs to be clean and tidy to live better and best. If sustainable practices are adopted by HR, ensuring that the wastage is minimal and is recycled or reused, leads to innovation and a better environment to work neatly.

So here, sustainability affects the work environment and nature positively, leading to good changes and recoveries from the caused damages, and by adopting sustainability is not only HR practices but overall organizational management and administration, the world can even be a better place in the future than now.

Since now we have seen the four pillars of sustainability supporting each other and the benefits from which the firm, consumers or the general public and the environment can gain together, we will dive into how to achieve sustainability and the process of Sustainability:-

Process of Sustainability in Modern HR Management



There are six steps in the process of Sustainability:-

1. **Green Hiring:** - Green Hiring means using technical resources and artificial intelligence and assistance for better time scheduling, meetings and interview platform providing, technical assistance and troubleshooting, ease of convenience and cost reduction, distant meets can be done.
2. **Open Office and Co-Working Space:** - Co-Working space means when two or more organizations collaborate and work in the same place for the optimal use of resources and cost-sharing. This enhances all the companies to provide more money towards the quality check, productions, warehousing, after-sale services, consumer feedbacks and survey arrangement, etc. The Open Office layouts mean some office spaces leading to greenery places like lawns, mini-gardens, etc. so that the employees feel a change of place and good feel to work free.
3. **Removing unnecessary labor:** - Wages is the factor reward which is presented to the work done by the Labour or the employees of the organization. Hence, a company having more than sufficient employees can cause obstacles in achieving goals and unity of command and direction. Hence, HR needs to make sure that 'having the right people in the right place with the right skills and qualifications at the right time.'
4. **Reuse, Reduce and Recycle:** - Even though there are 5-7 R's of Sustainability, the crux of the development is Reusing the things which can be used again in comparatively shorter forms than the previous one, reducing wastage of time, efforts, money, and materials, recycling those waste which can't be reused at the recycling centers again so that we can convert the waste to working element again and use it.
5. **Green Training and Development:** - It is the prime responsibility of the HR to give proper training, updates, and discussions regarding the position they have applied for with proper usage of educational resources like study websites, research papers, articles, blogs, company data, and information, their work culture in a detailed and elaborative manner and all doubts being cleared.
6. **Proper Planning and Decision Making:** - With enough resources, data, and collection of the required information, the company has to plan and make a proper decision of the organizational management and administration so that they can also deal with upcoming obstacles, hindrances, problems, or any issues as pre-planned.

Achieving organizational goals and objectives using the collaborative technique of Sustainable Development in Human Resource Management: -

- HR can ensure and accelerate the innovation by immersing the sustainable culture into each position
- HR can manage the cycle of employment to create more employment opportunities and increase the value of the business for the organization
- HR can help bring the business and communications skills to sustainability

- Robust sustainability programs enables the HR to attract the talent the company works
- Sustainability helps HR achieve organizational goals and objectives effectively and efficiently
- HR can help the overall management to use the resource of the company optimally through analyzing the previous reports
- The HR can foster a conducive environment to work which leads to positive human and social outcomes
- HR can come up with innovative incentivization and nurture leadership and managing qualities
- HR can ensure a better work environment and lower labor turnover ratio
- Improving the well-being and health of the employees and other labor
- Ensuring the employees of the stability of their tenure and equality
- Coming up with Fair and Performance-based compensation, bonuses, and other perks
- Promotions, Transfers to higher departments, workshops, guest lectures, etc.
- HR can arrange different meetings for their active and keen participation
- Disseminating the required information only for those who need it (not the others to ensure privacy and security of the information)
- Feeling of Oneness, Co-ordination and Co-operation, Equity and creating a flat and egalitarian organization and work culture.

Strategic HR with Sustainability with the positive Impacts on the Organization, especially Micro-Enterprises and Small scale Industries: -

- Proper Manpower planning in the Organization
- Better Infrastructure and good lighting
- Hybrid Office layout
- Sound Industrial Relationship with casual laborers and union leaders
- Consistency of work
- Proper flow of command
- Delegation of Authority, Responsibility, and Accountability
- Following the 3 R's of sustainability: - Reuse, Reduce and Recycle
- Work performance appraisal and feedback, promotion, Incentivization
- Subordination of Individual Interest to Organizational Interest
- Running Campaigns, Workshops and providing Training of the required skills which are necessary

These are some of the strategic steps taken by HR along with sustainable actions to boost the company's performance and growth.

III. CONCLUSION

In terms of the Organizational terminologies, the word 'sustainability' can't just mean to go green and clean or to provide a good environment to the future and upcoming generations, but it also consists of the positive impact of growth and development of the firm, it's people, the employees, consumers, ease of planning and forecasting, proper decision making, and achieving Zero Wastage by the process of Sustainability. The Initiative of 7 R's that is Reuse, Reduce, Repair, Recycle, Refuse, Re-gift, and Recover must be followed in every organization as much as possible because it is not only beneficial for the firm in just cutting the costs but it also attracts societal interest and cares to the environment. Modern HR Management is not only restricted to just surpassing the administration work, but they are the employers of the firm. They have the responsibility to hire the right people for the right position at the proper time and place. They need to come up with innovative ideas to sustain the future of the business to a larger extent. Sustainability is the broader term for strategic management of the HR of an organization. Sustainability ensures waste management along with different ideas and innovations in the strategic management of a firm. It will be beneficial for firms of any size, nature, type of employees, or situation to track their overall expenses and revenues and helps in gaining profits more than previous financial years. Hence, an organization, the society people, living beings, and the environment will be benefitted companies adopt the sustainability practices all over the world and make the Earth better and best place to live, because it is best to work in a clean, neat, and united environment than an untidy, tensed and polluted nature and culture. Sustainability encourages people, businesses, employees and other people to make decision on the long-time basis, and taking future generations into account. In this way, acting sustainably encompasses the temporal framework of decades and brief term than just months or years and considers more than the profit or loss in the short run. Thinking broader and long term forecasting is always better than short period focus and the enjoyment of the present generation only. 'Go Green and Go Clean.'

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