

A Conceptual Literature Review on Human Resource Practices and Sustainability

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Abstract

Sustainability, corporations began to take it seriously, and the subject of sustainability has been discussed in academics. This article explores the idea that an organization's human resource practices are a step toward sustainability. Many aspects of employee behavior and performance at work are influenced by human resource practices. An organization's ability to succeed or fail depends on the type of people it employs and how they view its jobs and the company as a whole. When it comes to guiding a business toward sustainability, the contribution of workers cannot be overlooked. Therefore, the importance of human resources in the organization's adoption of sustainable practices cannot be understated.

Keywords: *Human Resource Management, Human Resource Practices, Sustainability, Sustainable Practices.*

Introduction

A firm's capacity to maintain its current pace in the future is one of the many criteria for sustainability. Being proactive rather than reactive is a key component of sustainability, thus any steps a company takes to predict and prevent future unforeseen events counts as a step in that direction. Many people see corporate social responsibility as complemented by sustainability (Garavan & McGuire, 2010). While organizations that adopt a reactive corporate environment are associated with poor environmental performance, proactive environmental measures increase environmental performance (Kim, 2018). In terms of the social criteria for sustainability, it is frequently used interchangeably with Corporate Social Responsibility (Christensen et al., 2007).

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An organization must develop policies and practices for the present to maintain itself in the highly dynamic environment in which it operates. These policies and practices will serve as stepping stones for the organization's transition to sustainability. Organizations are concentrating on implementing methods that enable them to integrate the beneficial influence of the environment to achieve a competitive edge in order to regulate the impact of the environment. Numerous studies have demonstrated that highly engaged employees frequently contribute to great organizational performance (Gupta & Sharma, 2016).

These behaviors are included in HR policies, which aid in making changes easier to execute and so support organizational sustainability. Employees in these businesses indicate more readiness to engage in exhibiting sustainable behavior when the organization exhibits a commitment to sustainability and when the individuals who represent the organization exhibit such commitment (Pellegrini et al., 2018). (Daily & Huang, 2001) highlighted many human resource variables, such as support from top management, teamwork, environmental training, empowered employees, and the incentive system, that play a significant role in the implementation of environmental management systems. Employee performance has a significant impact on an organization's performance. The top management's policies lose their value if they are not effectively communicated and put into practice, hence the role of HR practices is crucial in supporting the appropriate application of the policies. Engaging the staff of any firm is essential to accelerating sustainability. Employee engagement may be the first step toward sustainability because it is a construct that impacts many others.

Role of HR Practices in Sustainability

Organizations must become futuristic in today's changing world if they want to survive the harsh competitive climate. The changing environment (economic, financial, social, technical, etc.) and the impact it has on an organization's day-to-day operations provide various problems to organizations. Organizations must act in the present and promote sustainability inside the company if they want to exist and survive in the future.

(Wilkinson et al., 2002; Ehnert 2009) showed that traditional methods of managing human resources must be followed, yet they are insufficient for the organization's long-term sustainability. The human resource of the organization has a significant role in the implementation of sustainability-boosting policies and practices, hence human resource management is crucial to ensure appropriate implementation. Human resource management

makes an effort to encourage sustainability inside the company using a variety of concepts, approaches, and practices. These HR practices may involve employee engagement, job design, performance evaluation, knowledge management, selection & recruiting, training and development, retention tactics, performance management, and motivating programs. The adoption of sustainable practices depends on HR procedures including training, communication, incentives, and recruiting.

To execute sustainable management, several aspects of HRM, including training and development and reward systems, are crucial (Jabbour et al., 2008; Lozano and Huisinigh, 2011; Macke & Genari, 2019). Early HR practices for sustained performance solely paid attention to veteran personnel (Ybema et al., 2020). (Barile & Saviano, 2018) discovered that Sustainability has been identified as a decision-making topic rather than an issue. Sustainability unquestionably goes hand in hand with viability and survival Implementing sustainable practices aids the company in identifying the strategies necessary for survival.

Resilience, on the other hand, is defined as an organization's capacity to learn and grow as well as its power to withstand changes, while sustainability is defined as the organization's potential to adapt to a changing environment (Folke et al., 2002). According to (Nawaz & Koç, 2018), management systems have neglected to take sustainability into account on a global scale. The societal and environmental objectives of a corporation are both included in organizational sustainability. (Tosti - Kharas et al., 2017; Jerónimo et al., 2020) Organizations must make sustainability a fundamental principle. The employee's impression of the company's sustainability philosophy is more crucial than the organization's actual sustainability efforts. It has been emphasized that management strategies that take advantage of sustainability are crucial for the organization's innovative performance.

Alignment within the company, dispersed leadership, shared purpose, locus of participation, balancing short- and long-term objectives and assessment and evaluation are the six drivers of sustainability in an organization (Miller et al., 2019). Government and public pressure, the mindset of consumers, investors, and rivals to achieve market success via sustainability, and internal improvement for cost reduction and process optimization are the three key forces that drive a firm toward corporate sustainability (Windolph et al., 2014).

Need for HR Practices in Sustainability

Companies must aim toward sustainability since it has become a necessity for all businesses operating in a range of industries and sectors. Whatever strategy the company develops, it can only be put into action with the assistance of the human resource that the business has on hand. Because of this, the various HR practices play a crucial part in the organization's adoption of sustainable practices.

Objectives of the Study:

- To understand the concept of sustainability and its relevance to Human Resource Management
- To review pertinent studies related to HR practices and Organizational performance

Methodology

The whole foundation of the current investigation is secondary data. It is based on an analysis of relevant literature on organizational performance, sustainability, and various HR practices. The studies are reviewed so that the aforementioned goals are achieved and a comprehensive understanding of the concepts is provided. Based on a keyword search for terms like "HR Practices," "Sustainability," "Sustainable practices," "employee performance," and "organizational performance," research articles on these subjects have been compiled. Later, these academic works are utilized to accomplish the study objective.

Review of Literature

According to (Jerónimo et al., 2020), firms require their workers to understand the importance of sustainability to encourage pro-sustainable behavior among them. The study looks at how green human resource practices, such as green recruiting and green training, impact organizations' reasons for sustainability. A technique to create sustainable practices in an organization is through green HR practices. Samples were taken from 275 workers in Portugal. The findings indicate that the organizational justification for sustainability has little effect on green remuneration, but has a better relationship with green hiring than with green training. The survey also recommends that companies choose workers who are already environmentally conscious and fit in well with the company. The research goes on to say that it cannot be generalized and that results may vary depending on the circumstances.

(Pellegrini et al., 2018) explored how emotional commitment to change relates to HR practices and sustainable behavior. It examines the relationship between how HR practices are perceived by employees and their propensity to engage in sustainable behavior. The outcome demonstrated that internal sustainability orientation and supervisor support had a favorable impact on workers' commitment to sustainability. Sustainable behavior is positively impacted by training and development, although this hypothesis was not supported. The research suggests creating a training program that focuses on raising employees' understanding of the importance of company sustainability and their duty to contribute to it.

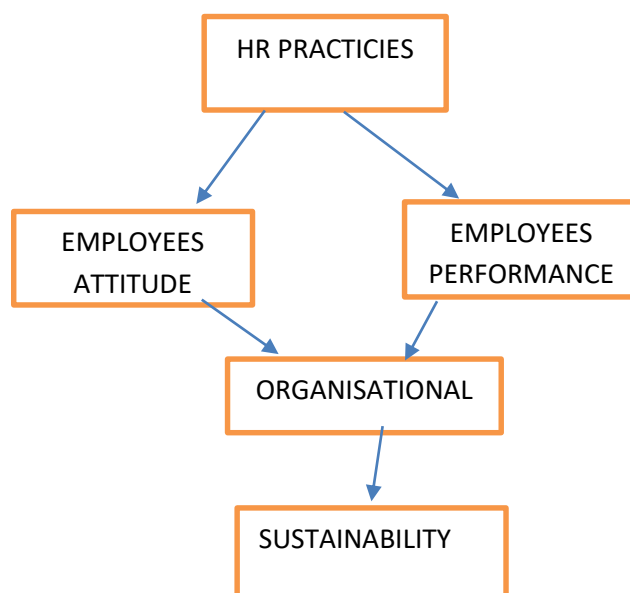
Which HR practices raise a worker's sustainable employability at work? How can businesses improve sustainability in the context of health, motivation, skill, and knowledge by applying HR practices? These are the topics covered (Ybema et al., 2020). HR managers use a variety of HR practices to increase their staff members' long-term employability. The number of practices used and the extent to which employees contributed to their creation determined how effective they were. HR practices must meet the demands of the workforce and be effectively communicated to ensure employee satisfaction and strong organizational performance. According to (Manab & Aziz, 2019), sustainability risk management provides answers to unidentified risks that could occur owing to the complexity of the environment. According to the study, knowledge management has a significant impact on an organization's adaptability and survival. The importance of knowledge management as a strategic resource for risk management planning was established. (Singh et al., 2019) analyzed that the socio-economic changes in the environment in the twenty-first century have forced enterprises to focus on their sustainability and the sustainability of the global community. Self-efficiency and workplace well-being are closely related. Because employees are spending an increasing amount of time at work, companies must put an emphasis on fostering a better work environment and the personal wellness of their employees in order to encourage sustainability within the firm. The companies possessing In the same way that companies with strong sustainable practices have managers with good self-efficiency and workplace wellness, managers with strong sustainable practices often have strongly sustainable practices.

(Giovanni et al., 2013) discovered that the ethical atmosphere of the organization is improved through activities that improve opportunities and abilities. When it comes to an ethical organizational environment, organizational sustainability balances the interaction between the ability- and motivation-enhancing activities of human resource management and discourages

the relationship between practices that increase motivation and egotistical emotions. (Saratun, 2016) showed that employee involvement is regarded as crucial to promoting overall organizational sustainability. On the other side, performance management may be a tool for bringing about organizational change and improving the performance of the company. To improve the organization's overall sustainability, it was also recommended that the companies adopt a wider perspective on the Performance Management process.

To maintain sustainability, organizations must continually adjust their plans as well as their policies and procedures to reflect changes in the business environment. The employee's assessment of the HR procedures used in the organization when the change was implemented also influences the employee's perception of the change (Maheshwari & Vohra, 2015). The utilization of human resource practices to synchronize all of the organization's operations at all levels is the most crucial precondition for the successful implementation of sustainability (Buller & McEvoy, 2016). Rimanoczy & Pearson (2010) analyzed that when HR is included in the planning process, the likelihood of successful plan implementation increases. HR may influence the workforce to comprehend and support sustainable practices by enforcing an open communication strategy. De Stefano et al. (2018) analyzed that the difference between the process and the people will determine the scope of the HR operations needed to move the firm toward sustainability. HR plays a key administrative function in helping the firm accomplish its objectives. As a result, the organization's goals for sustainability serve as the driving force behind the actions to be carried out as part of HR roles or practices.

CONCEPTUAL FRAMEWORK



: Author Self-made

Limitations of The Study

A thorough analysis of the study that applies to all of the possible paradigms for the variables used to evaluate sustainability cannot be provided. For various individuals, sustainability might imply different things. Additionally, there aren't many studies on the direct effects of HR practices on sustainability, despite the abundance of literature on how HR practices affect performance. More research should be done on these criteria.

Conclusion

Numerous human variables have an impact on sustainability. Incorporating sustainability into a business is significantly influenced by employee attitudes and perceptions of sustainable practices. Therefore, the organization's human components must be handled with the highest care and dedication. The HR practices become important in defining and shaping the employees' attitudes for this reason. Additionally, HR practices have a significant impact on employee performance, which has an impact on the organization's success as a whole. Low-performance organizations are probably not going to last. The performance of the employees will certainly increase as a result of HR procedures like training and development and performance management, which will ultimately benefit the firm as a whole. Similarly, HR practices including communication channels, organizational structures, employee engagement rules, etc. are likely to have an impact on how employees regard their employers as well as how the business views sustainability. Additionally, HR techniques like job design and job descriptions explain what the person is expected to perform and how they may contribute to the process as a whole. Therefore, it wouldn't be far off to say that HR practices play a huge part in the organization's adoption of sustainability.

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