



# Sustainable HRM

Presentation Slides

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# Human Resource Management

## Strategic HRM (Contd.)

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## Sources

Gerpott, F. H. (2015). The right strategy? Examining the business partner model's functionality for resolving Human Resource Management tensions and discussing alternative directions. *Zeitschrift für Personalforschung*, 29(3-4), 214-234.

Kramer, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089.

## Paradoxical tensions in HRM (Gerpott, 2015)

- “Paradoxes are defined as contradictory yet interrelated elements that exist simultaneously and persist over time”
- “Paradoxical tensions constitute the states & phenomena caused by the two opposing poles of paradoxes.”
- “HRM professionals are struggling with the tension between the high appreciation they feel they are eligible for because they manage employees as organizations’ most important competitive resource & the low status HRM professionals actually receive as administrative staff in companies.”

## Categories of paradoxical tensions in HRM (Gerpott, 2015)

- *Tensions of identity*: Employee advocate vs. 'Ward of managers'
- *Tensions of learning*: "When should HRM gain new knowledge?" – Stability vs. change
- *Tensions of organizing*: "How should HRM organize processes?" – Retention of processes vs. delegation
- *Tensions of performing*: "What are the primary goals of HRM?" Operational vs. strategic



## Coping strategies (Poole & Van de Ven in Gerpott, 2015)

- “Spatial separation: Allocating the different poles of a tension across different organizational units”
- “Temporal separation: Choosing the poles of a paradox one after another in different time periods”
- “Synthesis: Reducing tensions verbally through abstraction or actively through the accommodation of the opposing poles”

## Sustainable HRM (Ehnert 2009, in Kramar, 2014)

- “Sustainable HRM is the pattern of planned or emerging human resource strategies and practices intended to enable an organizational goal achievement while simultaneously reproducing the HR base over a long-lasting calendar time and controlling for self induced side and feedback effects on the HR systems on the HR base and thus on the company itself.”
- “Sustainable HR assumes that an organization is an open system that needs to develop & regenerate its HRs at least as fast as it consumes them.”

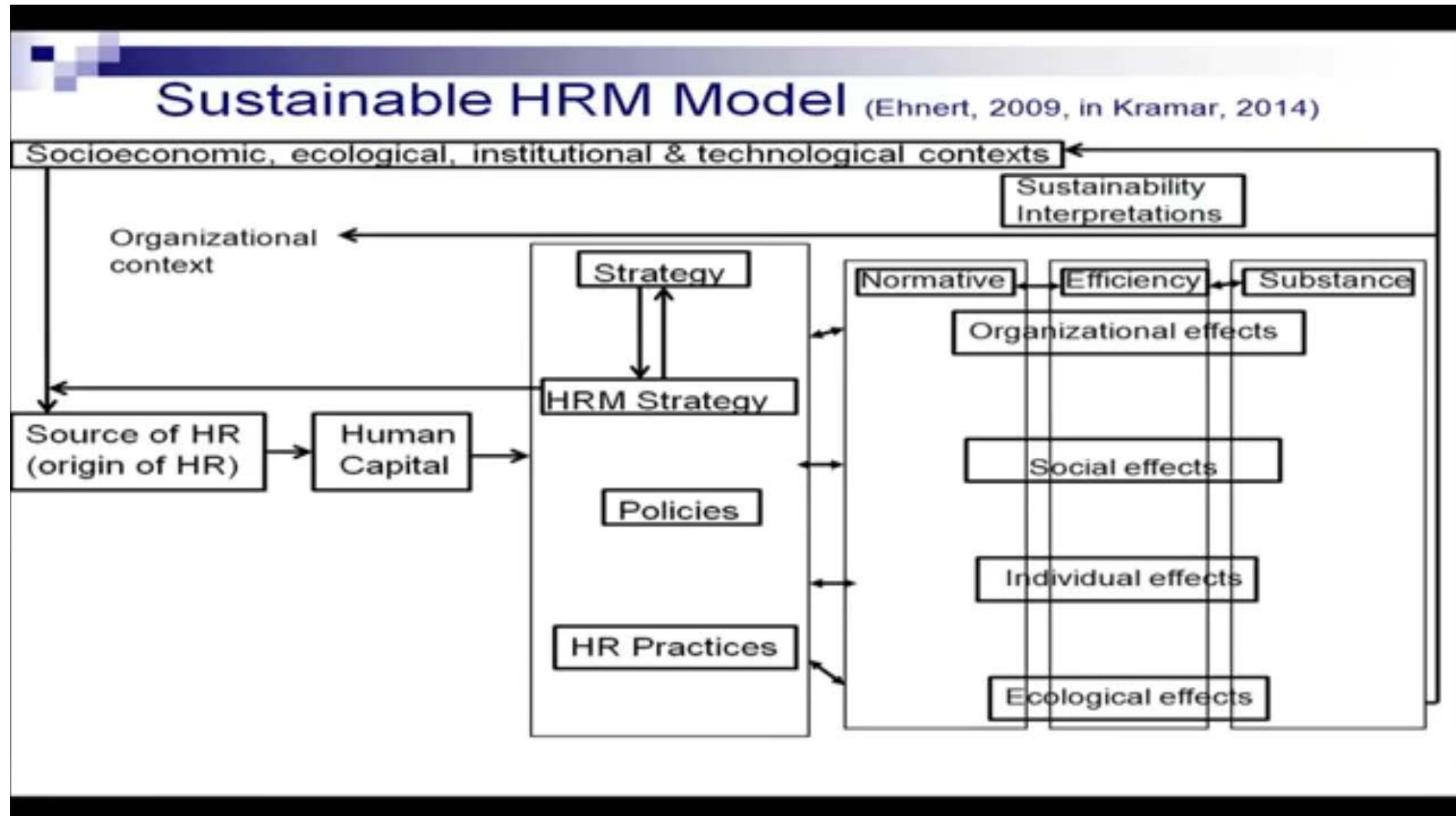


## Objectives of sustainable HRM

(Ehnert, 2006, in Kramar, 2014)

- “To balance the ambiguities & duality of efficiency & sustainability over a long-lasting calendar year
- To sustain, develop & reproduce an organization’s human & social resource base, e.g. help the mutual exchange relationships, &
- To evaluate & assess negative effects of HR activities on the HR base & on the sources for HR”

## Sustainable HRM Model



## Sustainable HRM Model (Ehnert, 2009, in Kramar, 2014)

### Source of HR ('origin' of HR):

#### □ Human Capital:

- HRM Strategy
- Policies
- Practices

Which influence and are influenced by:

- The organizational, social, individual and ecological effects of
- Normative, Efficiency and Substance interpretations of sustainability
- Overall strategy of a company

Within an organizational context

Within the overall socioeconomic, ecological, institutional and technological context of the environment.

Which in turn feeds into the source of human resources

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## Sustainable HRM Model (Contd.)

(Ehnert, 2009, in Kramar, 2014)

### ■ Normative interpretations of sustainability:

- Organizational effects: Responsibility, ethics, care, good employment relationship, workplace quality
- Social effects: Social legitimacy, accountability, trust (/worthiness), quality of life, good relations, etc.
- Individual effects: Well being, quality of life, sense of identity
- Ecological effects: Energy use, paper, location of work

## **Sustainable HRM Model (Contd.)**

(Ehnert, 2009, in Kramar, 2014)

### **Efficiency interpretations of sustainability:**

- ☐ Organizational effects: Sustained competitive advantage, innovativeness, productivity
  - ☐ Social effects: Human capital
  - ☐ Individual effects: Performance, satisfaction, motivation
  - ☐ Ecological effects: Reduce costs<sup>I</sup>, travel for work
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## Sustainable HRM Model (Contd.)

(Ehnert, 2009, in Kramar, 2014)

### Substance interpretations of sustainability:

- Organizational effects: Durable supply with HR, long-term viability, problem solving ability, healthy workforce
- Social effects: Viability of sources of HR (families, schools, universities, etc. ), employee of choice recognition
- Individual effects: Employability, lifelong learning, work-life balance, regeneration, health
- Ecological effects: Green products & services, volunteer programs



## Factors influencing the formulation & implementation of HR policies (Kramar, 2014)

- Appropriateness in the context of economic, social and ecological outcomes
- Relevance to current needs and future needs
- Support from the management
- Resources
- Perception regarding fairness
- Visibility and ease of understanding
- Perception of consistency among decision makers
- Employee support
- Clear and action oriented communication (including indication of desired behavior of employees)