Research on Sustainable Human Resource Management Based on Practical System as Theoretical Model

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Abstract. The paper takes the perspective of sustainability as the central point, balances the differences between organizational economic effects and sustainable development, and serves the practical systems and theoretical models of human resources in corporate marketing. On the basis of this, from the economic interests of employers and enterprises, employee career development, employee family and work balance, government taxation and expansion of employment demand, environmental protection and ecological stability, etc., the practical system of sustainable human resource management is extracted and derived. Theoretical models of dependent variables, process variables, and outcome variables. Let enterprises manage human resources sustainably and effectively when carrying out marketing work, in order to obtain sustainable market competitive advantage and achieve coordinated development of economy, society, environment and individual.

Research Background and Significance

For a long time, human resource management research has focused on the relationship between human resource management and corporate performance and the role of human resource management in enterprises from the perspective of economic rationality (2015, Chu Kejia, Ma Jun). The internal and external environment of enterprises from economic transformation has undergone great changes (2011, Li Jin, Liu Hong). The short-term employment relationship, the “heavy” human capital “heavy” development, and the reduction of costs and other management practices have become the preferred choice for enterprises to respond to the fierce competition environment. These measures effectively improve the short-term survival of enterprises, but also bring problems such as employees at work, unbalanced family relationships, and insufficient human resource development (2012, Ehnert & Harry; 2011, Rompa). In response to these problems, the human resource management model from the perspective of economic rationality has been questioned. Researchers of human resources have begun to conduct research in the direction of social rationality, while paying attention to how to realize human resource management for sustainable development of enterprises.

The World Commission on Environment and Development (WCED) first proposed the concept of “sustainable development” in the 1987 “Our Common Future” report, and advocated a model that takes into account the common development of the three dimensions of economy, ecology and society. Subsequently, the theory of sustainable development was extended to all areas of social and business change, and the concept of sustainable human resource management came into being.

The Sustainable Human Resources Management Practice System

Studies have shown that companies in the past focused on strategic human resource management time, but ignored the existence of many limitations: First, the economic rationality is too emphasized, and the long-term nature of human resources policies and practical goals is insufficient for social rationality; Second, enterprises are in a dynamic competitive situation, and a “time lag effect” between human resources policies and practices and strategies is difficult to become a source of sustainable competitive advantage for enterprises; Third, although strategic human resource management focuses on human capital investment, it ignores the external effects of human resource management practices and makes it difficult to achieve sustainable supply of human
resources. The sustainable human resource management has greatly broken through the limitations of strategic management and ensured the sustainable supply of human resources. The sustainable human resource management has greatly broken through the limitations of strategic management, ensuring the sustainable supply of human resources. Enterprises implementing sustainable human resource management policies are generally based on the development of employees, through flexible working time arrangements. To protect the health of employees and other aspects to create diverse human resources and labor (Rompal 2011). At the same time, management practices are linked to the awareness of ecological effects, and promote the contribution of corporate management to the sustainable development of the ecological environment.

Based on this standard and concept, a systematic and practical structure system including sustainable supply of human resources, continuous learning, continuous balance of performance appraisal, continuous guarantee of remuneration and benefits, and sustainable management of employee relations is constructed. In order to distinguish the past economic benefits from the above-mentioned HRM practice system, the internal sustainable acquisition of labor and the continuous creation of external values will be realized to ensure the maximum internal and external benefits of enterprises and serve the enterprises to obtain sustainable competitive advantages.

Figure 1. Sustainable human resource management practice system framework.

Sustainable Supply System
The rapid changes in the transformation of the business economy have created enormous challenges for corporate strategy and management, and the talent management model based on “need to supply” has emerged. Reduce the need for talent and supply uncertain management risks through a combination of internal training and external recruitment (Chappelle, 2008). At the same time, through the channels for the enterprise to regularly train and transport professional talents to ensure the sustainable supply of human resources.

Continuous Learning System
Due to the scarcity of human resources and the great changes in liquidity, the company attaches great importance to employee development and training, designs personalized training plans for employees' actual conditions, improves their professionalism and ability, advocates online training, and shares internal and external knowledge and resources to improve business capabilities. And comprehensive quality, According to the needs of the labor market, the human resources management department instructs employees to obtain relevant professional certificates (Romp, 2011) to improve their employability and employability and meet their career development needs.

Performance Appraisal Balance System
Businesses are a collection of multi-stakeholders, Performance appraisal system based on the enterprise balance scorecard level (Dong Shoubao, Yan Menggang, Sun Junfeng, Xiang Hongtao,
Rao Jieshu. 2015; Performance is assessed from four dimensions: finance, customers, internal processes, and employee learning and growth; Refine the indicators from indicators such as efficiency, finance, quality, sustainable development and employee happiness, Emphasize that the interests of different stakeholders are consistent with sustainable human resource management. At the departmental and individual level, assessing the actual work output of employees also needs to consider the impact of employee activities on the ecological environment, promote low energy consumption, and incorporate environmental behaviors and social participatory volunteer activities into the evaluation system to create an ecological focus. Environmentally friendly corporate culture.

Salary and Welfare System
Taking into account external competitiveness and internal fairness The compensation and welfare system is the guarantee for retaining talents and expanding the supply of talents. Studies have proven that family-friendly working conditions and family-friendly welfare such as paid maternity leave and support assistance can effectively reduce work-family conflicts. To achieve mutual benefit for working families (Zhao Yuming, 2011). Taking into account external competitiveness and internal fairness The compensation and welfare system is the guarantee for retaining talents and expanding the supply of talents. Studies have proven that family-friendly working conditions and family-friendly welfare such as paid maternity leave and support assistance can effectively reduce work-family conflicts. To achieve mutual benefit for working families (Zhao Yuming, 2011). The company implements the employee assistance program. The company regularly participates in physical examination and health activities, and develops and implements a flexible work system, which helps to enhance employees' personal well-being and corporate loyalty. Enterprises consider paying attention to their daily consumption needs to pay attention to their personal career development planning and self-value realization. The concern of the company can enhance the enthusiasm of employees and ensure the sustainable development of the company.

Employee-enterprise Relationship Management System
Under the sustainable human resource management system, the employee-enterprise relationship is economic, social and psychological. First of all, the employee-enterprise relationship is diverse and dynamic, especially in the management of the departing employees. The relationship between the traditional employees and the company is interrupted after leaving the company, and the hidden costs of leaving the company are too high. Therefore, the company can regard the departing employees as part of the talent reserve (Xia Qing, Li Hongyan, 2014), formulate the resignation system for the retired employees, maintain the dynamic management of the relationship between the two parties, and broaden the continuous supply of human resources to a certain extent. Dynamic management of resigned employees can weaken the negative impact of business management practices on society to a certain extent, and improve the satisfaction of stakeholders.

Theoretical Model of Sustainable Human Resource Management Practice
According to the literature, the resource-based view is the main example of human resource management research (Chen Kejia, Ma Jun, 2015). Researchers based on the resource-based view of human resources as an important source of competitive advantage for enterprises. Enterprises often neglect human resources development investment for short-term economic benefits. For enterprises to form sustainable competitive advantages, their long-term survival and development capabilities will be threatened. Therefore, enterprise human resource management practices should focus on different stakeholders, and the human resources management practices of shareholders and stakeholders with different stakeholders are the primary prerequisites for enterprises to achieve social rationality. This paper integrates the basic view and the relevant stakeholder theory, and extends the theoretical model of sustainable human resource management practice from the three aspects of the pre-factor, process variable and impact results (Figure 2).
Antecedent Variable

Beer 1984 et al. outlined two major influencing factors of HRM policy in Harvard's human resource management model: stakeholder interests and scenario factors for external economic, social, institutional and technological environments will also directly affect human resource management strategy selection and policy development. Technological development, competitive demand and globalization have caused tremendous changes between and within enterprises and within, changing the general resource conditions of human resource management strategies and decision-making. The development of the internal and external environment of enterprises is not only the driving force for the change of competitiveness and flexibility of human resource management practice, but also the embodiment of the effect of human resources strategy. 2017 Tang Guiyao and others analyze the antecedents of sustainable human resource management from different micro and medium macro levels. This study generally divides these influencing factors into three categories: social situation factors, stakeholder factors, and enterprise factors.

Moderator

Before the implementation of sustainable human resource management practices, companies must first determine the strategic objectives and policy options for human resource management. Develop management policies and practical plans on the premise of meeting economic rationality and social rationality. Sustainable human resource management is not only a management method, but also a value concept, which is reflected in the four dimensions of enterprise efficiency, resources, social responsibility and ecological awareness. Enterprise efficiency can be used as an economic criterion to promote goals such as cost savings, efficient use of resources, and creation of economic value maximization; The focus of resource orientation is to maintain the sustainable supply of human resources, maintain friendly relations with human resources sources, and make long-term investments in corporate human capital; The social responsibility orientation emphasizes that enterprises should clearly understand the responsibility of the society and consider the demands of all stakeholders; ecological awareness is the requirement of the society for enterprises to achieve green environmental management. The understanding of sustainability by policy makers is the key to the strategic goals and policy development of sustainable human resources management. The understanding and support of executive departments and employees is an important prerequisite for the realization of sustainable human resource management objectives.

Based on a number of factors affecting the implementation of a sustainable human resources management policy process, including resource support, information continuity, and employee competencies and behaviors. Internal resource support plays a large role in the premise of the implementation of the Sustainable Human Resources Management Policy Plan. Internal resources include not only human resources, but also other tangible and intangible resources of the enterprise, such as capital, technology, environment and space resources, which are necessary conditions for
achieving long-term effects. Therefore, the level of resource support is positively adjusting the effectiveness of sustainable human resource management policies and implementation of practical programs. In addition, the consistency and continuity of information understanding among employees at different levels is crucial (Ehnert, 2011). Decision makers' understanding of sustainability, executive departments and employee support for sustainable planning are important conditions for achieving sustainable human resource management goals. In the case of high policy fairness and acceptance, leadership support and subordinate departments and employees receive more consistent and continuous information, which can enhance the sustainability of human resource management, improve the effectiveness of practical programs, and consolidate long-term effects. In addition, employees are the source of the company's competitive advantage. The ability and behavior of employees who meet the strategic goals of the company can create core knowledge for the company and ultimately achieve corporate performance goals (Jiang Jianwu, 2007).

**Affect the Result**

The research on both the “resource-based view” and the “stakeholders” reveals the combined effects of sustainable human resource management on the long-term development of enterprises. Ehnert (2009b) advocates that enterprises use sustainable methods to manage human resources, effectively resolve the contradiction between utilization and development, find a reasonable balance point, and realize the regeneration of human resources. That is to say, enterprises must develop and innovate their human resources while promoting human sustainable development, and achieve the sustainability of individual effects. Secondly, the development of human resource management has gone from considering only shareholders’ rights to taking into account different interests. The transformation of the interests of the people. Relevant practical research has also proved that human resource management practices that focus on social and environmental aspects have significant “external spillover effects” on economic benefits. Sustainable human resource management has also achieved economic benefits while actively acting on ecological environment and social effects.

Therefore, the study of the role of sustainable human resource management is mainly reflected in the three levels of profit, environment and employees (Ellington, 1994). De Lange and Opens (2007) innovated the 3P theory and developed a new ROC model. The difference between sustainable human resource management and traditional human resource management is: respect, openness and continuity. Later, De Prims et al. (2014) used the ROC model to explore the framework of sustainable human resource management and proposed that sustainable human resource management can promote social, psychological, strategic and green. Based on the above, this paper systematically sorts out the research of predecessors, based on the perspective of “strategy psychological responsibility green”, and believes that the impact of sustainable human resource management practices is mainly reflected in the four dimensions of enterprise, individual, society and ecology Balance.

**Conclusion**

The final conclusion of this study has two levels, as follows:

**Theoretical Significance**

Strategic human resource management is the research direction of human resource management. Its specificity, difficulty in imitation and irreplaceability help enterprises to enhance their competitive advantage and achieve strategic goals. Compared with strategic human resource management, sustainable human resource management emphasizes the maintenance and development of the organization's human resource base. By assessing the negative impact of human resource activities on the human resource base and sources, it is committed to balancing organizational economic effects and Disagreements between sustainable development (2009b Ehnert).

**Practice Enlightenment**

In the past, enterprises focused on strategic human resource management practices, which
emphasized the improvement of corporate performance and economic efficiency. They did not consider the long-term nature of human resources policies and practical goals, resulting in obvious management unilateral effects (2015. Chu Kejia, Ma Jun). Ignore the needs of employees and different stakeholders, and form a lack of social rationality. Especially when the population is aging and the health of employees is becoming more and more prominent, it is necessary to rethink the management of human resources. This is also the core issue of sustainable human resource management (2017. Savaneviciene & Stankeviciute). The core of sustainable human resource management is to promote the maintenance, regeneration and development of human resources. The goal is not only to increase the economic profits of enterprises, but also to reduce the damage to the ecological environment and the physical and psychological harm to employees. The enterprise trains professionals to pay attention to the five sustainable sub-systems and the balanced development of four dimensions, comprehensive and systematic management, and create a group of comprehensive and powerful teams.

References


