

# EFFECTIVENESS OF SUSTAINABLE HRMPRACTICES IN COVID 19 PERIOD

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## **ABSTRACTS OF THE STUDY**

COVID 19 pandemic has brought changes in sustainable HRM practices and the content of the study is to know how these changes occurs to sustainable HRM practices through factors such as social, economic, political and environmental factors. The objective of this study is to identify the transitions in sustainable HRM practices and to study the effectiveness of HRM practices during COVID-19 period. The following research questions were determined for this study: -Why and how did the Covid-19 pandemic affect companies and employees in general? RQ2: Why and how did the pandemic conditions influence the HRM practice? How did HRM respond to the crisis and whether HRM strategy has worked out for the post-pandemic period. Descriptive research design is used for the study. A sample of 200 people selected from IT industry using convenient sampling method. Data analysis is done using descriptive analysis, normality test, factor analysis, chi-squared test. The benefits of sustainable HRM practices are improved employee morale, stronger public image, increased consumer/ customer confidence, employee loyalty and brand recognition, position as an employer of choice, increased workforce productivity, efficiency, and motivation and employee retention. The findings made in the study are there is no much change occurred to these practices even in pandemic because of the proper planning by each company. So there is an association with social, economical and environmental factors and sustainable HRM practice.

**Keywords :** Sustainable HRM, Employee morale, Employee loyalty, work culture

## INTRODUCTION

Covid's are a tremendous gathering of diseases that reason disorder going from the standard infection to more genuine ailments like Middle East Respiratory Syndrome and Severe Acute Respiratory Syndrome. Older people and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness. The COVID-19 infection spreads principally through beads of salivation or release from the nose when an infected person coughs or sneezes. Most people infected with the virus will experience mild to moderate respiratory illness and recover without requiring special treatment.

Covid-19 has created a 'new normal' for all the organizations - and particularly HR departments - are now working hard to keep up with. Organizations currently face a scope of interesting difficulties identified with the pandemic that will require committed, compelling arrangements in the event that they need to stay cutthroat during this time.

The outbreak of the Corona virus disease (COVID-19) has acted as a significant restraint on the information technology market in 2021 as supply chains were disrupted due to trade restrictions and employees working for these establishments faced difficulties related to infrastructure and communication owing to lockdowns imposed by governments globally, forcing them to work from home. COVID 19 is an infectious disease with flu-like symptoms including fever, cough, and difficulty in breathing. The virus was first identified in 2019 in Wuhan, Hubei province of the People's Republic of China and spread globally including Western Europe, North America and Asia. Steps by national governments to contain the transmission have resulted in a decline in economic activity with countries entering a state of lockdown and the outbreak is expected to continue to have a negative impact on businesses throughout 2020 and into 2022. Over the past five years there has been an increasing prevalence of low-cost open-source alternatives. Open source has become a preferred platform for developing new technology. In the past, software publishers would open-source software that was not making money, but now companies are open sourcing software to increase its presence and share in the market. According to Allison Randal, President, open-source Initiative, 78% of companies use open-source solutions and 64% participate in open-source projects indicating an increase in open-source software platforms.

Sustainable HRM can be explained as “the adaptation of HRM practices and strategies that enable them to achieve the financial, ecological and social goals of the organization over a long-term horizon, while controlling for negative feedback and unintended side effects”

The countries covered in the global information technology market are Australia, Brazil, China, France, Germany, India, Indonesia, Japan, Russia, South Korea, UK, and USA. The regions covered in the global

information technology market are Asia-Pacific, Western Europe, Eastern Europe, North America, South America, Middle East, and Africa.

## **RATIONALE OF THE PROJECT**

Sustainable HRM crisis management practices are implemented as the main representative of the highest capital of any organization, they mainly focus on taking care of the employee's wellbeing during the Epidemic to guarantee high performance. Being sustainable does not mean that the organization wouldn't experience difficulty. Sustainable HRM practices is found to be a multidimensional, socially constructed concept that is relative, dynamic and developmental in nature. The focus on training employees to acquire new skills necessary to work in new conditions is an important defense mechanism and can help in the maintaining the stability of organizations. HRM practices allows the organization to persevere in the difficult time of crisis by cutting operational costs related to recruitment or employee's development and promotions, thus ensuring its high efficiency.

Management practices and technological developments in human resource sector are changing the scenario of organizations. The new concept and ideas become the key mechanism of the organizations and should be advocated by all managers. In organizations, it is important to manage employees efficiently and effectively. It mainly depends on the behavioral part of the individual which comprised of satisfaction, dissatisfaction, perceptions, and attitude, etc. The path of HRM practices during the pandemic situation decides the performance of employees either through motivation or safe working environment; it is also interconnected with Performance and Job satisfaction.

By studying various research articles, newspaper reports and references, the need for HRM programs of employees prompted researcher to select this problem. In the present study the researcher intends to study and compare employee work culture during and after the days of emergency.

## STATEMENT OF THE PROBLEM

This pandemic has brought changes in sustainable HRM practices and the content of the study is to know how these changes occurs to sustainable HRM practices through factors such as social, economic, political and environmental factors. The objective of this study is to identify the transitions in sustainable HRM practices and to study the effectiveness of HRM practices during COVID-19 period.

The following research questions were determined for this study: -

RQ1: Why and how did the Covid-19 pandemic affect companies and employees in general? RQ2: Why and how did the pandemic conditions influence the HRM practice?

RQ3: How did HRM respond to the crisis and whether HRM strategy has worked out for the post-pandemic period.

## OBJECTIVES OF THE STUDY

Following objectives are formulated for the proposed study:

- a) To identify the changes that occurred pre and post COVID-19 period in companies
- b) To measure the effectiveness of these sustainable HRM practices
- c) To identify the changes in emergent HR practices due to the break out of the global pandemic
- d) Comparative analysis of present HR training and development practices followed in organizations and its impact.

## **RESEARCH METHODOLOGY**

Research methodology is the particular methods or strategies used to recognize, select, measure, and break down data about a subject. There are different types of methodology that is qualitative, quantitative and mixed method. In this study the focus is on quantitative research method. Under quantitative research, correlation method is used for the studies because the relationship between the dependent variables such as social, economical and environmental factors should be analyzed.

### **Research Design**

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design that issued for the study is descriptive research design since we are concentrating on a HR employee of the IT sector in Kerala and using the descriptive research method it will be easy to systematically describe a situation of sustainable in COVID-19 period.

### **Research Approach**

In this study we are using quantitative research approach. Since it's a theoretical based study, quantitative approach is more effective because it's mainly based on objective, deductive, and based on numeric quantification and generalization of results.

### **Research Instrument**

The research Instruments used in the study is questionnaire. The questionnaire is based on the effectiveness of sustainable HRM in COVID-19 periods. Questionnaire is divided 3 sections personal details, effectiveness of sustainable HRM in the organization and effectiveness of sustainable HRM during COVID-19 periods.

### **Sampling Plan**

The study is focusing on the effectiveness of sustainable HRM practices in COVID-19 period and mainly focusing on the pre and post COVID-19 changes that occurred to the sustainable HRM of the organization.

- a) **Population under Study:** The study is mainly focusing on the HR employees from the IT sectors all over Kerala.
- b) **Sample Size:** The questionnaire was distributed to all HR employees of IT sector in Kerala and the sample size of the study is 200.
- c) **Sampling Method:** Here Convenience sampling is used since we are taking the data readily available.

## LIMITATIONS OF THE STUDY

- a) This study is focused only at one sector.
- b) This study is conducted for a time period of two months.

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## Introduction

COVID is tremendous gathering of diseases caused by the SARS-COV-2 virus that reason disorder from the standard infection to more genuine ailments like Middle East Respiratory Syndrome and Severe Acute Respiratory Syndrome. Older people and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness. The COVID-19 infection spreads principally through beads of salivation or release from the nose when an infected person coughs or sneezes.

COVID-19 has created a 'new normal' for all the organizations - and particularly HR departments - are now working hard to keep up with. Organizations currently face a scope of interesting difficulties identified with the pandemic that will require committed, compelling arrangements in the event that they need to stay cutthroat during this time.

Sustainable HRM can be explained as “the adaptation of HRM practices and strategies that enable them to achieve the financial, ecological and social goals of the organization over a long- term horizon, while controlling for negative feedback and unintended side effects”

### **1.1 Statement of the Problem**

This pandemic will bring changes in sustainable HRM practices and the content of the study is to know how there occurs changes to sustainable HRM practices through factors such as social, economic, political and environmental factors. The objective of this study is to identify the transitions in sustainable HRM practices and to study the effectiveness of HRM practices during COVID-19 period.

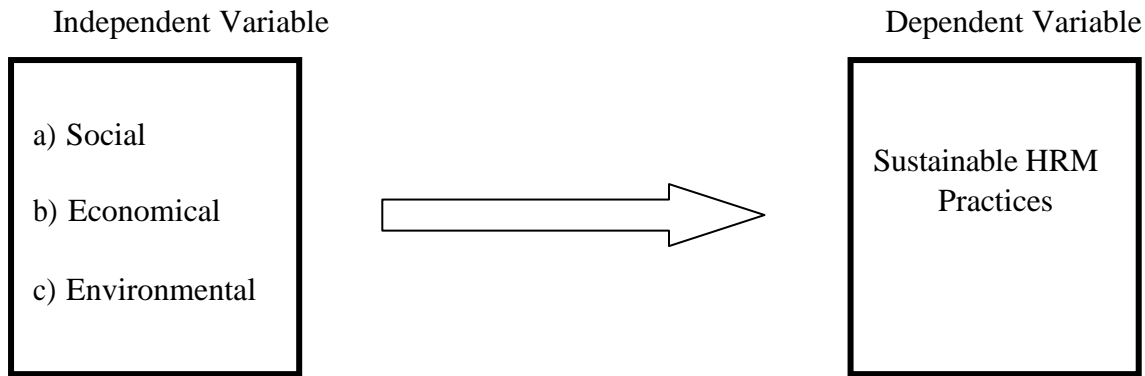
### **1.2 Objectives of the Study**

- a) To identify the changes that occurred pre and post COVID-19 period in companies
- b) To measure the effectiveness of these sustainable HRM practices
- c) To identify the changes in emergent HR practices due to the break out of the global pandemic



### 1.3 Research Model

The study is based on the effectiveness of HRM practices in COVID-19 period. It contains both dependent and independent variables. The dependent variables include social factors, economical factors and environmental factors. The independent variable of the study is sustainable HRM practices



**Fig No.1.1- Showing the research model of the study**

### 1.4 Scope of the Study

This study was conducted among HR employees in Kerala. The data for the study is collected using questionnaire as a primary source and journals and magazines as secondary source of data. The time period of the study is from 1<sup>st</sup> Nov 2021 to 31<sup>st</sup> Dec 2022.

### 1.5 Research Methodology

Research methodology is the particular methods or strategies used to recognize, select, measure, and break down data about a subject. There are different types of methodology that is qualitative, quantitative and mixed method.

In this study it focuses on quantitative research method. Under quantitative research correlation method is used for the studies because the relationship between the dependent variables such as social, economical and environmental factors should be analyzed.

### 1.5.1 Research Design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research design that issued for the study is descriptive research design since we are concentrating on a HR employee of the IT sector in Kerala and using the descriptive research method it will be easy to systematically describe a situation of sustainable in COVID-19 period.

### 1.5.2 Research Approach

In this study we are using quantitative research approach. Since it's a theoretical based study quantitative approach is more effective because it's mainly based on objective, deductive, and based on numeric quantification and generalization of results.

### 1.5.3 Data Source (primary and /or secondary)

a) **Primary Data:** Primary data is information collected through original or first-hand research. For example, surveys, group discussions, interviews, surveys, experiments, etc.

b) **Secondary Data:** Secondary data refers to data that is already been collected. Common sources of secondary data include, information collected by government departments, organizational records and data that was originally collected for other research purposes.

### 1.5.4 Research Instrument

The research Instruments used in the study is questionnaire. The questionnaire is based on the effectiveness of sustainable HRM in COVID-19 period. Questionnaire is divided 3 sections personal details, effectiveness of sustainable HRM in the organization and effectiveness of sustainable HRM during COVID-19 period.

### 1.5.5 Sampling Plan

The study is focusing on the effectiveness of sustainable HRM practices in COVID-19 period and mainly emphasis on the pre and post COVID changes that affected the sustenance of HRM in an organization.

a) **Population under Study:**

The study is mainly focusing on the HR employees from the IT sectors of Kerala.

b) **Sample Size:**

The questionnaire was distributed to all HR employees of IT sector in Kerala and the sample size of the study is 200.

c) **Sampling Method:**

Here convenience sampling is used since we are taking the data readily available.

**1.6 Period of the Study:**

The study was conducted for 2 months, from 1<sup>st</sup> Nov 2022 to 31<sup>st</sup> Dec 2022.

**1.7 Limitations of the Study:**

a) This study is focused only at one sector.

b) This study is conducted for a time period of two months

## INTRODUCTION

Over the past few decades, the Information Technology (IT) industry has become one of the fastest growing sector in India. Indian IT- industry grew at a rate of 33 % in FY 2008. India is now being identified as a powerhouse for incremental development of computer software. It has grown from USD 4 billion industry to USD 58.8 billion industries in FY 2008-09 employing over

2 million people. IT Industry has become the growth engine for the economy contributing substantially to increase in GDP, urban employment and exports to achieve vision of 'young and resilient India'. Although domestic market is growing in India, the major propellers of growth are exports.

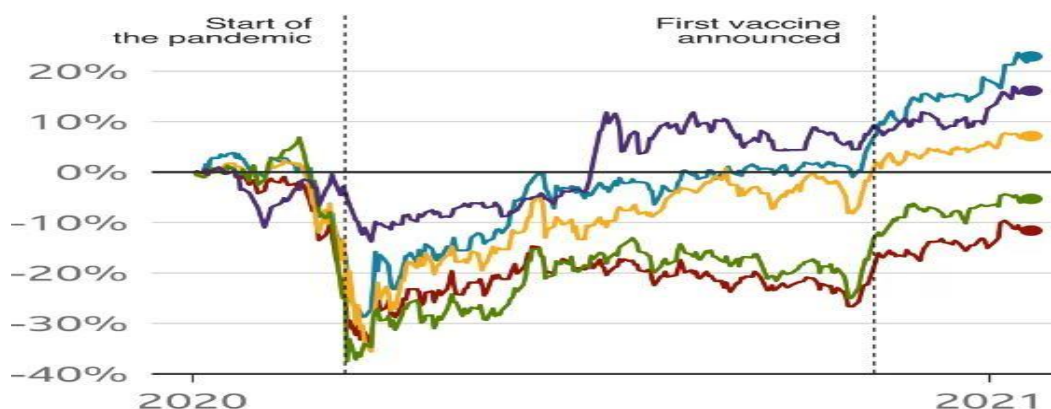
The key segments that have contributed significantly to industry's exports include-Software services (IT services) and IT enabled services. In the face of current recession though the mood is that of cautious optimism, Industry is expected to witness sustainable growth over period of two years. But at the same time, while industry has significant headroom for growth, the threat of China emerging as major competitor is increasing. All the stakeholders of Indian IT industry must give concentrated efforts to ensure that it realizes potential and maintains a lead position in the future.

### **2.1 Global Scenario of IT Industry**

The information technology (IT) market comprises of sales services and related goods by entities (organizations, sole traders and partnerships) that apply computers, computer peripherals and telecommunications equipment to store, retrieve, transmit and maneuver data. The IT market involves services such as computer networking, broadcasting, systems design services and information distribution technologies like television and telephones and other equipments used during the process. The IT market also includes sales of goods such as computers, computer peripherals and telecommunications equipment which is used in providing IT services.

The global information technology market is expected to grow from \$7850.57 billion to \$8370.95 billion in 2022 at a compound annual growth rate (CAGR) of 6.6%. The growth is mainly due to the companies rearranging their operations and recovering from the COVID-19 impact, which had earlier led to restrictive containment measures involving social distancing,

remote working, and the closure of commercial activities that resulted in operational challenges.



**Fig No.2.1- Showing Impact across the globe (Courtesy-BBC)**

North America was the largest region in the global information technology market, accounting for 34% of the market in 2020. Asia Pacific was the second largest region accounting for 32% of the global market. Africa was the smallest region in the global IT market

The demand for cloud computing services is expected to drive the demand for IT services during the forecast period. In cloud computing model data is stored on the internet by a cloud computing provider, who manages and operates data storage as a service. Many companies are now choosing applications hosted in the cloud for their day-to-day operations. For example, according to statistics provided by hostingtribunal.com, 60% of computing workloads were running in the public cloud in 2019 similarly, 94% of enterprise workloads are expected to be processed by cloud data centers in 2023.



**Fig No.2.2- Showing World Economies struggling with unemployment (Courtesy-BBC)**

The outbreak of the Corona virus disease (COVID-19) stood as a significant restraint on the information technology market in 2020 as supply chains were disrupted due to trade restrictions and employees working for these establishments faced difficulties related to infrastructure and communication owing to lockdowns imposed by governments globally, forcing them to work fromhome. COVID-19 is an infectious disease with flu-like symptoms including fever, cough, and difficulty in breathing. The virus was first identified in 2019 in Wuhan, Hubei province of the People's Republic of China and spread globally including Western Europe, North America and Asia. Steps by national governments to contain the transmission have resulted in a decline in economic activity with countries entering a state of lockdown and the outbreak has resulted a negative impact on businesses throughout 2020 and into 2022.

Over the past five years there has been an increasing prevalence of low cost open source alternatives. Open source has become a preferred platform for developing new technology. In the past, software publishers would open source software that was not making money, but now companies are open sourcing software to increase its presence and share in the market. According to Allison Randal, President, Open Source Initiative, 78% of companies use open source solutions and 64% participate in open source projects indicating an increase in open source software platforms.

The countries covered in the global information technology market are Australia, Brazil, China, France, Germany, India, Indonesia, Japan, Russia, South Korea, UK, and USA. The regions covered in the global information technology market are Asia-Pacific, Western Europe, Eastern Europe, North America, South America, Middle East, and Africa.

#### Segmentation:

- 1) By Type: IT services, computer hardware, telecom, software products
- 2) By End-User Industry: Financial Services, Retail & Wholesale, Manufacturing, and Healthcare.

## **2.2 Indian Scenario of IT Industry**

Information Technology in India was first established by Tata Group in 1968. Tata Consultancy Services, Mumbai first joined with United States' Borouhgs, a mainframe manufacturer to supply software programmers; which was first denied by the Indian govt. where else there was no rule for software at that time. Software or IT was not an "Industry" for the Govt. to access or grant any kind of business and developing programs. In 1970s, State govt. were controlling the country's

economy not willing to promote Information Technology, as the hardware and software rates were very huge to export from other countries. It was more than that of 100%. In 1984, Mr. Rajiv Gandhi created a New Computer Policy that reduced the price rate of exporting IT resources from foreign countries and opened the gateway to the IT industry.

The first software export zone Santacruz Electronics Export Processing Zone (SEEPZ) was created as a special economic zone in India at Mumbai. The basic business imports electronics and diamonds. Department of Information Technology (DIT) under Ministry of Communications and Information Technology is totally in charge of the Information technology education, research, development, IT-Science, e-commerce, rules, regulations, and systems of Internet law or policies. DIT also undertakes the functions of National Informatics Centre (NIC), Electronics Export and Computer Software Promotion Council, promoting electronics and IT-enabled services, caring and managing IT related laws such as Cyber Laws, promoting IT-education, interacting with international IT governing organizations, standardizing and certifying IT products etc.

India Government's enterprises in information technology are Software Technology Parks (STPs), Special Economic Zones (SEZs), Electronics Hardware Technology Parks (EHTPs), Export Oriented Units (EOUs), Export Promotion Capital Goods (EPCGs) etc. The business of Private IT sector exists in the areas of satellite based communication wireless, software development, IT-BPO, IT-enabled services, IT-enabled education, Optic Fibre cables, communications, Gateways, server farming etc. The top most IT companies in India are Tata Consultancy Services Ltd, Wipro, Infosys, and Satyam computers. Other than this IBM, HCL, Patni, Cisco, Cognizant, Polaris and many more leading IT companies are in India.

- a. Software exporter companies are Chennai;
- b. Andhra Pradesh Industrial Infrastructure Corporation's IT-parks at Hyderabad and other cities;
- c. Vansum Industries Pune IT-park;
- d. BPO/ITES sectors at Coimbatore;
- e. IT and BPO industries at Mumbai, Jaipur and Bhubaneswar;
- f. National Capital Region (NCR) consists of Delhi, and nearby cities;
- g. Eastern IT hub at Kolkata.

The current scenario of Information Technology in India is very brisk and reviving. Information

health-hospitality, research-development, weather-environment, communication, banking, travel, share-marketing and many more factors.

The information technology in India first started on 1968 by Tata Group's Tata Consultancy Services. As per the history says, Jawaharlal Nehru first acquired the EVS EM computer from Soviet Union, which was used in space science research. Later, 18th August 1951, Indian Institute of Technology, Kharagpur established followed by Massachusetts Institute of Technology. It was the beginning and gateway to the Indian students to technology world of education. This emphasizes not only requirement in the field of education and further job or profession; but also necessity to every people of a developing and developed country. How means, from filing up a form in a school-college-university; booking a ticket at railway-bus-airways counter; depositing-insuring-shaving money for your future or next generation; knowing the forecast of earthquake- tsunami-volcano-tornado; communicating people through mobile or internet; hospitalizing or scrutinizing any kind of operation and hazards; everywhere it is required. And this is what; we called as IT Age to this world.

### **2.3 State scenario of IT Industry**

Information technology is imperative not only for the development of modern industries but for the general well being of the State. Information and Communication Technology sector has been playing an important role in the development of the State, since the 9th Five-Year Plan. Realising its potential and critical importance, the State Government have made earnest efforts to create a sound and world class infrastructure for the sector and to develop the State's digital technology capacities and resources. This has enabled the State to be at the forefront in implementing information and communication technology projects, e-governance initiatives, e-literacy programmes and in the creation of basic IT infrastructure facilities. Currently the State has the highest mobile penetration in the country with about 32 million connections, the highest Internet penetration, covering about 20 per cent of households through broadband and another 15 per cent through mobile, and is making significant strides in transforming the State into a knowledge powered economy. Kerala is one of the significant IT destinations in India and ranks 8th in the export by Software Technology Parks of India (STPI) registered IT and ITeS (Information Technology enabled Services) units. Moreover, Kerala is fast emerging as a major player in the digital economy in India



The information technology sector has recorded a steady growth over the last decade and various frontiers have been opening up in relation to the application of information technology in day to day life. From the emergence of artificial intelligence to self-driving vehicles and the extensive disruption brought about by the internet based business models, IT sector has been revolutionising every sector in the economy. To stay competitive as an IT destination, the IT sector in Kerala must significantly enhance the value addition it brings to the State economy. It must attract investment in emerging areas in the IT sector and not rely solely on established IT/ITES activities. As the Indian IT sector as a whole grapples with issues of the changing focus and emerging issues within the global IT sector, Kerala must also keep pace with these changes. At the same time, the considerable advancements that have been made in the digital empowerment of the population and the spread of IT awareness and use must continue to be built upon and developed with further investment in appropriate infrastructure that will continue to serve the State's needs over a period of time and not risk early obsolescence.

Government of Kerala recognises the critical importance of ICT as the key vehicle for the State's overall equitable development, reiterating its commitment to the sector; the Government revised the Information Technology Policy for the State in 2017. The vision of the State's policy is to establish Kerala as a knowledge powered digital society by 2020 through the application of digital technologies in the areas of digital citizenship, digital lifestyle and digital commerce; within the governing principles of freedom, ubiquity, inclusion, transparency, safety and security for all; aligned to technology trends, citizen and industry needs, to provide overall social and economic empowerment of citizens.

Kerala has a strong infrastructure and human resource strength to adopt digital facilities. We need to leap forward attracting substantial investment in IT sector and identify and promote young entrepreneurs through start ups.

Kerala State Information Technology Mission (KSITM), Indian Institute for Information Technology and Management – Kerala (IIITM-K), Technopark, Infopark, Cyberpark, Kerala State Information Technology Infrastructure Ltd. (KSITIL), International Centre for Free and Open Source Software (ICFOSS), Kerala Start-up Mission (KSUM) and Centre for Development of Imaging Technology (C-DIT) are the major agencies involved in the implementation and promotion of Information Technology related activities in the State.

### **Introduction to Sustainable HRM Practices**

The concept of sustainability has deeply penetrated in all functions of management such as supply chain,

organizational behaviour, human resource, strategic management and so on. But recently, sustainable human resource management (S-HRM) has garnered a significant amount of attention from industry practitioners and academicians due to the escalation of adverse impact of existing HRM approaches on employees, society and the environment.

Human resource sustainability is being desired by all because of its notable implications for both the employees and the organisations. Furthermore, the harmful impact of high performance work systems and their existing HRM practices on the well-being of employees and their families has made it even more pertinent for industry practitioners to identify mechanisms to reduce employee harm and increase human resource sustainability for organisational growth and well-being. Dynamics of the business environment keep getting affected due to the turbulence offered by the uncertain times of today. The need for innovation, continuous technological advancements and regular upheavals in the socio-economic, political and legal fabric of nations are a few challenges that the HR managers have to combat to maintain the relevance of their HRM systems and processes. The objective of SHRM is to increase the output or to decrease the input by stationing the human resource more efficiently and effectively

#### **4.1 Definition of Sustainable HRM Practices**

Sustainable human resources management can be defined as “the adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback”

#### **4.2 Theories and Models Related to Sustainable HRM Practices**

##### **4.2.1 Theories:**

In the 21st century, sustainability and sustainable development - applied as synonyms for ‘long-term’, ‘durable’, ‘sound’, and ‘systematic’ - have become a critical issue for the world and for business in particular. Companies have found themselves in need to develop more sustainable business models, in which the HR function has a key role to play. The understanding of

sustainability in theory and practice has been influenced by three main groups: ecologists, business strategists, and the United Nation's World Commission on Environment and Development (WCED, 1987), called the 'Brundtland Commission'. Ecologists' view on sustainability is said to have been coined in 1712 by the German nobleman Hans Carl von Carlowitz, and referred to the sustainable production of wood.

In the 1970s, the term was adapted by the ecological movement concerned with the over-exploitation of natural and environmental resources. While ecologists focus on sustainability's ecological dimension – the protection of the natural environment – the traditional goal of business strategy scholars is economic sustainability of organizations. Business strategists link the term 'sustainability' with 'sustainable competitive advantages'.

The Brundtland Commission added a social dimension to the ecological and economic ones, defining sustainable development as a development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Since its dissemination through the Brundtland Report (WCED, 1987), the notion of sustainability has been associated with ecological issues in business practice primarily. In the recent years however, the focus on the social dimension of sustainability has become increasingly important. The diffusion of research and practice such as 'Corporate Social Responsibility' or 'Corporate Sustainability', in practice and research, has contributed to the interest in sustainability linked to Human Resources issues.

#### **4.2.2 Models:**

##### **4.2.2.1 Models of Sustainable HRM**

Model is just a simplified image of some object under study. Modelling will mean the art of constructing and using such models as tools for analysing policy alternatives and evaluating operations (Vemuri, 1978). It aims at increasing the understanding of how systems function and make it possible to predict their response to different changes. The objectives of modelling may be more or less operational. Sometimes models are developed in order to provide prognoses, or to evaluate decision alternatives. Often, however, the purpose is just to use the model as a tool for developing a deeper insight into the properties of a system (Lagergren, 1998, p. 258). This insight could then be used for policy design or evaluation.

#### 4.2.2.2 The Three Pillars Model of Sustainable HRM

The term sustainable HRM, has been conceptualised in a variety of ways. According to Zaugg, Blum, and Thom (2001), sustainability in the management of people is built on three pillars: work- life balance, personal autonomy in professional development, and employability of the workers. The underlying objectives of the conceptual model of sustainable human resource management are the following: 1) increasing the employees' employability, 2) using participatory management models to enhance individual responsibility, and 3) ensuring a harmonious work- life-balance.

The achievement of these objectives is possible if the individual and the company are considered as equal partners. Therefore measures for sustainable human resource management concern the individual as well as the company. By sustainable human resource management satisfaction of individual needs is promoted and maintaining the competitiveness of a company is supported.

#### 4.2.2.3 The Holistic Model of Sustainable HRM

One of the most interesting attempts to capture the complexity of the concept of Sustainable Human Resource Management is De Prins' holistic model consisting of four approaches to Sustainable HRM (Rompa, 2011, pp. 15–17). De Prins (2011) argues that Sustainable HRM focuses on optimally utilising and respecting human workforces within the organisation, in which an explicit relationship is built between an organisation's strategic policies and its environment. De Prins distinguishes four approaches to the concept, of which the first, second, and fourth are exhibited in concrete policies: sociological, psychological, strategic human resource management, and green approaches.



**Fig No.4.1- Showing Holistic Model of HRM Frame Work**

# DATA ANALYSIS AND INTERPRETATION

## Introduction

This chapter represents the analysis and interpretation of the data collection for the research on the topic – Employee relations and its effect on employee productivity. The study was conducted among employees who were working in IT sectors. Data was collected from 200 samples using a pretested questionnaire. The collected data was tabulated, edited and analyzed using following statistical tools to arrive at conclusions. The tests used for the analysis of the variables are:

### a) Descriptive Analysis

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphical analysis, they form the basis of virtually every quantitative analysis of data.

### b) Reliability Analysis

Reliability is an important characteristic of any measurement procedure. Reliability measures the level of confidence we can place on the instrument to give us the same numeric value, when the measurement is repeated on the same project.

### c) Factor Analysis

Factor analysis attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables.

### d) Normality Test

Normality tests are used to determine if a data set is well modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed.

### e) Chi – squared Test

A Chi-squared test (symbolically represented as  $\chi^2$ ) is basically a data analysis on the basis of observations of a random set of variables. The Chi-squared test is used to estimate how likely the observations that are made would be, by considering the assumption of the null hypothesis as true.

## Findings

1, The study found that during COVID-19 period the following sustainable HRM practices were industries practiced the following HRM practices:

- a. Employee Welfare and Social Welfare
- b. Fair and Consistent Practices
- c. Remote Working Environment
- d. Employees Performance
- e. Resource Management
- f. Employees Engagement and Commitments
- g. Build Team Skills
- h. Cost Reduction Strategy
- i. Compensation Infrastructure
- j. Organizational Welfare
- k. Job Fulfillment
- l. Leaves and Flexible Working
- m. Flexible Work Arrangements
- n. Employee Assistance Program
- o. Human Resource Flows

2. Hence it is proved that, there is no relationship between gender and employee welfare and social welfare.

3. Hence it is proved that, there is no relationship between age and employee welfare and social welfare.

4. Hence it is proved that, there is no relationship between marital status and employee welfare and social welfare.

5. Hence it is proved that, there is no relationship between educational qualification and employee welfare and social welfare.

6. Hence it is proved that, there is no relationship between experience and employee welfare and social welfare.

7. Hence it is proved that, there is no relationship between organisational level and employee welfare and social welfare.

8. The study found that above 40 years of age is influencing the IT sector employees in case of resource management.

9. The study found 6-10 years of experience is influencing the IT sector employees in case of employee's engagement and commitments.

10. The study found that above 40 years of age is influencing the IT sector employees in case of organisational welfare.
11. The study found that above 40 years of age is influencing the IT sector employees in case of job fulfillment.
12. The study found that female group is influencing the IT sector employees in case of flexible work arrangements.
13. The study found that divorced employees are influencing the IT sector in case of employee's assistance programs.

### **Recommendations**

1. There is some changes happened to work environment of Industry sector before and during COVID-19 period therefore through proper sustainable HRM practices it can be improved.
2. Since through analysis we found that age group of 36-40 is more working in the IT sector, therefore effectiveness of sustainable HRM practices should be taught them clearly.
3. Once in a year providing counseling for employees will help in their performance because pandemic would have definitely affected their performance and this counseling will help the organization to do things in sustainable way.
4. Global pandemic had brought severe changes in much IT industry, but it seems that the company which is engaged in sustainable HRM is not that much affected by pandemic as compared to other company.

### **Conclusion**

The study "A STUDY ON EFFECTIVENESS OF SUSTAINABLE HRM PRACTICES IN COVID-19 PERIOD" was conducted from 1st Nov 2022 to 31st Dec 2022 with the help of IT Industry. The study conducted to understand how effective it sustainable HRM practices in every IT is firm and also their satisfaction with the job. The study is conducted by taking social, economical and environmental as independent variable and sustainable HRM practices as a dependent variable. Around 200 responds were collected. Sustainable HRM practices means the adaptation of HRM practices and strategies that enable them to achieve the financial, ecological

and social goals of the organization over a long term horizon, while controlling for negative feedback and unintended side effects. The benefits of sustainable HRM practices are improved employee morale, stronger public image, increased consumer/ customer confidence, employee loyalty and brand recognition, position as an employer of choice, increased workforce productivity, efficiency, and motivation and employee retention. The findings made in the study are there is no much change occurred to these practices even in pandemic because of the proper planning by each company. So there is an association with social, economical and environmental factors and sustainable HRM practice

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