

**HR ROLE IN BUILDING A SUSTAINABLE ENTERPRISE IN SOFTWARE
PARADIGMS INTERNATIONAL PRIVATE LTD. MYSORE**

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ABSTRACT

Sustainability is a critical issue for the world and for business. Sustainability is balancing social, environmental and economic factor for short and long- term performance. The role of HR functions can be instrumental in facilitating a comprehensive approach for creating a sustainability enterprise. The organizations sustainability coordinator works are more closely related with the organizations human resource executive. This idea might be considered a new area of focus for the practical implementation of human resources role in sustainable development in a company. The main objectives of this research is to provide the theoretical background of human resources role to build sustainable enterprise, and to highlight the demographic profile of the employees of Software Paradigms International, situated in Mysore taking random sample of 50. The study further focuses on the strategies of human resources management to building sustainable enterprise in the organization and also thrust areas of human resources towards building sustainable enterprise. This paper also attains to offer suggestions to good practices of human resource in the light of the study. Finally this study concludes that the strategy towards sustainable development includes: recruiting applicants, selecting new employees, conducting new employee orientation, conducting performance

evaluations, determining employee compensation, creating a succession planning process, providing employees with training and development, and mentoring employees and managers.

Keywords: Sustainable Enterprise, Human Resources Strategies, Induction, Thrust Areas of Human Resources, mentor.

INTRODUCTION:

Sustainability in Human Resources - related research today's approaches using the notion of sustainability in HRM and HR-related literature deal with one or more origins of sustainability described previously. Prior research linking sustainability and problems relevant for HRM can be traced in the literature on Strategic HRM, Corporate Social Responsibility, Sustainable Work Systems as well as Sustainable HRM (Mazur, 2013). The approaches identified in this literature differ with regard to the origin of their understanding of sustainability, their objectives, focus, and theoretical foundations (Ehnert, 2006). With regard to understanding sustainability, the central difference could be found in the conceptualization of sustainability as a 'social responsibility' or as an 'economic rationality'

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 purpose of the study is to examine important factors associated with moving organizations toward greater sustainability and the role Human Resources is and might be playing in that process.

Human Resource's contribution to sustainable enterprises:

To illuminate the issue of the role the Human Resource function is playing in firms' sustainability, Wirtenberg, Harmon, Russell and Fairfield (2007) talked in depth with key executives at nine large, public, multinational firms rated among the world's best for their handling of environment, governance, social responsibility, stakeholder management, and work environment issues: Alcoa, Bank of America, BASF, The Coca Cola Company, Eastman Kodak, Intel, Novartis AG, Royal Philips, and Unilever. All of them are highly indexed on the list of "The Global 100 Most Sustainable Corporations in the World. According to world statistics reports the firms represented diverse industry sectors, were founded between in the year (2000 to

2014), the averaged over 119,000 employees and \$38 billion in revenues. Five were headquartered in the United States and four in Europe. For each firm, cited authors interviewed one or two top executives with broad and deep knowledge both of sustainability issues and HR activities in their organizations, including the heads of the sustainability, environmental, health and safety, corporate responsibility, and human resources areas.

An HR Contribution Several area to achieve sustainable enterprise, which HR was clearly needed to play a role but was not yet working to fulfill that need and in which HR was already playing a significant role but there was still a need or gap in that area were identified. Areas in which fewer than half of the companies identified a meaningful contribution by HR in support of the sustainable enterprise were change management, collaboration and teamwork, creating and inculcating values, and health and safety.

The human resources sustainability can also recommend to management that they create various policies to enable employees to develop their innovative creative ideas. A culture needs to be created in which employees are comfortable taking risks and experimenting. This might involve redesigning the physical layout of the buildings to provide more spaces for impromptu group meetings. It could involve creating small budgets to support sustainability projects that employees are working on. It might be encouraging the formation of cross-functional sustainability task forces. Such task forces could meet monthly face-to-face, or they could meet virtually. Employees should be encouraged to include external stakeholder group representatives on their task forces.

The HR sustainability can be finally formalize the succession planning system, making note that to be considered for promotion into management, employees must possess (or develop) teamwork, collaboration, empowerment, delegation, diversity, innovation, and environmental stewardship competencies. Managerial stakeholders are needed to be assessed on these behavioral and technical competencies. This could be done by using upward feedback surveys, 360-degree surveys, personality tests, and/or assessment centers. HR force should not be promoted prematurely into leadership roles without these critical competencies. As an alternative, individuals, who possess strong, valuable scientific and technical skills, but lack strong people skills, should have access to promotional opportunities a dual career ladder. Such an alternate career path could provide scientists with the status and income of a managerial executive, without the responsibility for managing other employees. At the last many organizations are

learning that providing employees with opportunities to participate in volunteer projects for the community can build the employees' connection to their organization helps to achieve sustainable enterprise.

Review of Literature:

The lot of research has been conducted on sustainable development from last few decades. The review includes studies pertaining to the Role of HR's in Building a Sustainable Enterprise:

Fairfield (2008) this study was undertaken on "Influences on the Organizational Implementation of Sustainability: An Integrative Model". This paper illuminates the factors influencing companies to implement sustainability practices. It validates an integrative model of the effects that external influences, foundational organization enablers, decision drivers, and inhibitors had on both sustainability implementation and organizational performance. Finally this study concludes that priorities, implementation of sustainability practices, and perceived performance improvement. We also showed the considerable power of internal inhibiting forces and outlined how they may be overcome. The results point to the steps leaders can take to achieve their environmental, social, and financial goals, as well as to further streams of inquiry in the organization.

Liebowitz (2010) this paper focused on "The Role of HR in Achieving a Sustainability Culture". This study emphasizes on organization's human resource function can be instrumental in facilitating a comprehensive approach for creating a culture of sustainability and environmental stewardship. As such, it is recommended that an organization's Sustainability Coordinator work more closely with the organization's Human Resource executive. Finally this study revealed that strategy involves making significant changes to the organization's systems for: recruiting applicants, selecting new employees, conducting new employee orientation, conducting performance evaluations, determining employee compensation, creating a succession planning in the organization.

Francis (2011) the study emphasized on "Human resources management challenges in Nigeria under a globalized economy". The pace of globalization is increasing continuously in terms of markets for goods and services, investment opportunities across borders amongst others. Enterprises face competition from all fronts. Finally this paper focused to show that effective managers should constantly be aware of the changes taking place in domestic on HR issues and

developments. Problems, issues and trends in HRM practice in Nigeria in the current period were reviewed. The factors affecting HRM and its practice in a global context and what should be the direction of the profession and its practice in Nigeria.

Gicheru (2012) this study was undertaken on “Building Strong Membership and Human Resources to Strengthen Co-operatives.” Co-operatives are value-based private sector enterprises that are member-based, member-owned and democratically controlled. The primary purpose of a Co-operative is to satisfy the social and economic needs of its members.. This paper identifies ten key avenues for building a strong membership in Co-operatives. It concludes that Co-operatives on a declining business performance, improving efficiency, and developing mechanisms which allow management to building strong membership and human resources, not necessarily capital, is the basis for building Co-operatives that are both economically strong and sustainable.

Abduli (2013) the study was conducted on “The Role of Human Resources in Performance Management of SMEs: The Case of Republic of Macedonia”. This study mainly focused enterprises, humans are identified as the main source which provides competitive advantage, whereas human resource management (HRM) should play the leading role in order to reduce the challenges and problems they face. Finally this paper attains the management allocation and use of this labor force, not only in fulfilling the vacancy, but it is even more important to achieve and ensure increased efficiency of its use in the production process of goods and services that guarantee the growth of welfare or the level of living standard of society.

Mazur (2014) this study was emphasized on “Sustainable Human Resource Management in theory and practice”. This paper mainly focused the concept of sustainability understood as a company’s ability to achieve its business goals and to increase long-term shareholder value by integrating economic, environmental and social opportunities into its business strategies. The paper contributes to the emerging literature linking sustainability to the issues researched in HRM literature. Initially it discusses how the notion of sustainability has emerged and developed in the HRM literature. And also role of Human Resource Management in the firm’s sustainability function is presented. Nine large, public, multinational companies rated among the world’s best human recourses organization.

OBJECTIVES OF THE STUDY:

The following are the major objectives of the study:

1. To provide the theoretical background of human resources role to build sustainable enterprise.
2. To highlight the demographic profile of the employees of software Paradigms International, Mysuru;
3. To assess the human resources management strategies to building sustainable Enterprise;
4. To examine the greatest areas of human resources contribution towards build sustainable Enterprise; and
5. To offer suggestions in the light of the study.

Research Methodology:

The present study has been collected from both primary and secondary sources. The primary data was collected by on the basis issue of questionnaire; the questionnaire was designed for collection of data. The samples have been collected from employees of software Paradigms International Private Ltd. (SPI) situated in Mysore. The sample size for study was only 50 respondents. The method of sampling used is Random sampling. In addition to these secondary data has been collected from books, articles, published journals, thesis submitted to the universities were also referred. Internet has also been extensively made use for the purpose of the study. The analysis of data is done using percentage and quantitative method for tabulations and represents the data using graphical method.

ANALYSIS & INTERPRETATION

❖ Demographic Profile of the Respondents;

Table No.1 represents the demographic profile of the employees of software paradigms international private Ltd. (SPI) in Mysore. From the view of age pattern of respondents, majority of numbering, 25 respondents are considered as youth they belonging the age group of between 25 to 30 years and also numbering, 20 respondents are considered as adult they belonging age group of between 30 to 40 years and remaining numbering, 05 respondents are considered as old they belonging the age group above 40 to 55 years. There were 35 male and 15 female

respondents. In the context of educational qualification, around 20 respondents were done professional degree and majority of the respondents equally distributed; numbering 30 respondents are done post graduation and graduate respectively. From the viewpoint of working experience, majority 30 respondents are belongs to between 2 to 5 years work experiences and remaining 15 respondents are having work experiences between 5 to 10 years and remaining 5 respondents are having work experience of more than 12 years in the organization. In the context of designation of the respondents majority 25 respondents belongs to casual laborers and around 10 and 15 respondents are working as general manager and operational manager respectively.

Table No.1
Demographic Profile of the Employees

SL.No.	Particulars	Frequency	Percentage
1.	Age pattern ;		
	a) Between 25 to 30 years	25	50.00
	b) Between 30 to 40 years	20	40.00
	c) Above 40 to 55 years	05	10.00
2.	Gender ;		
	a) Male	35	70.00
	b) female	15	30.00
3.	Educational qualification ;		
	a) Professional Degree	20	40.00
	b) Post graduate	15	30.00
	c) Graduate	15	30.00
4.	Working Experience;		
	a) Between 2 years to 5 years	30	60.00
	b) Between 5 years to 10 years	15	30.00
	c) Above 12 years	05	10.00
5.	Designation;		
	a) General Managers	10	20.00
	b) Operational managers	15	30.00
	c) Casual laborers	25	50.00

Source: Field Survey.

❖ **Human Resources strategies to building sustainable Enterprise.**

Table No.2 depicts those human resources strategies to building sustainable enterprise. Majority 50.00 per cent of the respondents are strongly agreed that effective recruitment techniques are necessary to build sustainable enterprise. Around 40.00 percent of the respondents are agreed that removal of unskilled employees it helps to build a sustainable development. Majority 60.00 percent and 40.00 percent of the respondents are strongly agreed and agreed with avoid labor turn over and motivate for committed Employees to achieve sustainable enterprise respectively. Among 70.00 percent and 60.00 percent of the respondents are agreed and strongly agreed with better sustainable employee engagement and performance appraisal it leads to sustainable development in the organization respectively. Around 50.00 percent and 40.00 percent of the respondents were agree and strongly agree with the retention bonus scheme and achieve succession planning strategies it helps to achieve sustainable enterprise.

Table No 2

Human Resources strategies to building sustainable enterprise

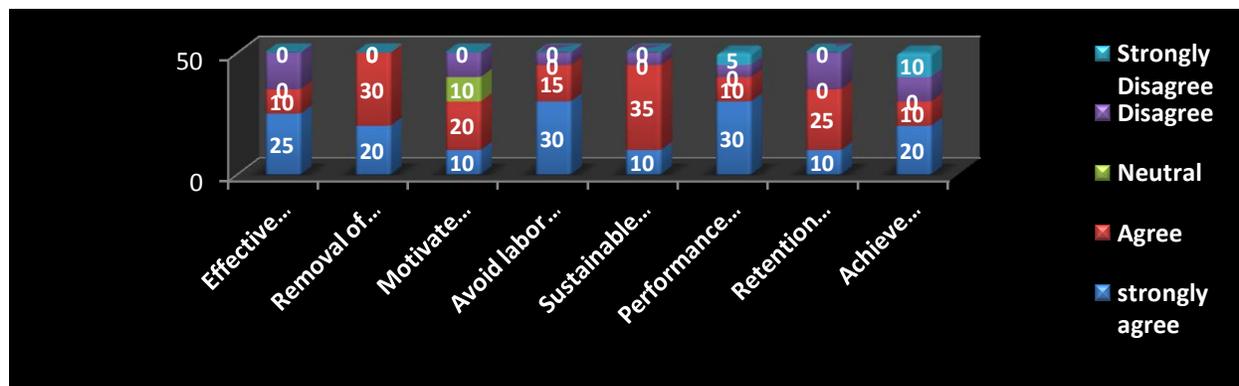
SL No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Effective Recruitment techniques	25 (50.00)	10 (20.00)	00 (00.00)	15 (30.00)	00 (00.00)
2.	Removal of unskilled Employees.	20 (40.00)	30 (60.00)	00 (00.00)	00 (00.00)	00 (00.00)
3.	Motivated and committed Employees.	10 (20.00)	20 (40.00)	10 (20.00)	10 (20.00)	00 (00.00)
4.	Avoid labor turn over	30 (60.00)	15 (30.00)	00 (00.00)	05 (10.00)	00 (00.00)
5.	Better sustainable employee engagement.	10 (20.00)	35 (70.00)	00 (00.00)	05 (10.00)	00 (00.00)
6.	Performance appraisal.	30 (60.00)	10 (20.00)	00 (00.00)	05 (10.00)	05 (10.00)
7.	Retention bonus / scheme	10 (20.00)	25 (50.00)	00 (00.00)	15 (30.00)	00 (00.00)

8.	Achieve succession planning	20 (40.00)	10 (20.00)	00 (00.00)	10 (20.00)	10 (20.00)
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Source: Field Survey.

Graph No 2

Human Resources strategies to building sustainable Enterprise.



❖ Areas of HR's Greatest Contribution towards build sustainable Enterprise.

Table No.3 indicates that areas of HR's greatest contribution towards build sustainable enterprise. All are the respondents i.e., 100 percent of the respondents were strongly agreed that leadership development is area of HR's greatest contribution towards build sustainable enterprise. Majority 50.00 percent and 40.00 percent of the respondents were agreed and strongly agreed that training and development and change management is HR area of contribution towards sustainable development. Around 60.00 percent and 40.00 percent of the respondents are agreed that collaboration teamwork and talent management is another greatest HR area contribution towards sustainable enterprise. Among 40.00 percent and 50.00 percent of the respondents strongly agreed and agreed with the diversity and multiculturalism, Ethics and governance are considered as HR areas greatest contribution towards sustainable development respectively. Majority 50.00 percent and 60.00 percent of the respondents were strongly agreed and agreed with creating and inculcating values and health and safety, and workforce engagement are the greatest HR s area of contribution towards sustainable enterprise.

Table No 3

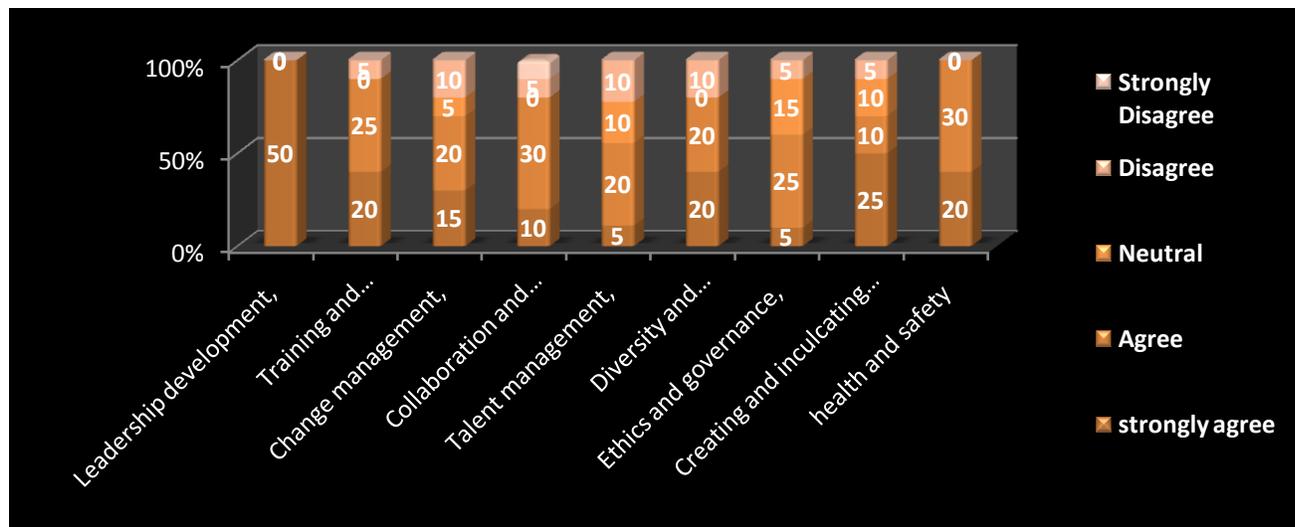
Areas of HR's Greatest Contribution towards build sustainable Enterprise.

SL. No	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Leadership development	50 (100.00)	00 (00.00)	00 (00.00)	00 (00.00)	00 (00.00)
2.	Training and development	20 (40.00)	25 (50.00)	00 (00.00)	05 (10.00)	00 (00.00)
3.	Change management	15 (30.00)	20 (40.00)	05 (10.00)	10 (20.00)	00 (00.00)
4.	Collaboration and teamwork	10 (20.00)	30 (60.00)	00 (00.00)	05 (10.00)	05 (10.00)
5.	Talent management	05 (10.00)	20 (40.00)	10 (20.00)	10 (20.00)	00 (00.00)
6.	Diversity and multiculturalism	20 (40.00)	20 (40.00)	00 (00.00)	10 (20.00)	00 (00.00)
7.	Ethics and governance	05 (10.00)	25 (50.00)	15 (30.00)	05 (10.00)	00 (00.00)
8.	Creating and inculcating values	25 (50.00)	10 (20.00)	10 (20.00)	05 (10.00)	00 (00.00)
9.	Health and safety, and Workforce engagement	20 (40.00)	30 (60.00)	00 (00.00)	00 (00.00)	00 (00.00)

Source: Field Survey.

Graph No 3

Areas of HR's Greatest Contribution towards build sustainable Enterprise



Source: Field Survey.

FINDINGS OF THE STUDY:

The following are the main findings of the study:

- In context of demographic profile of the employees of software paradigms international private Ltd (SPI), Mysore. Out of the total, there were 35 male and 15 female respondents.
- From the view of age pattern of respondents, majority of numbering, 25 respondents are considered as youth they belonging the age group of between 25 to 30 years and also numbering, 20 respondents are considered as adult they belonging age group of between 30 to 40 years and remaining numbering, 05 respondents are considered as old they belonging the age group above 40 to 55 years.
- In the context of educational qualification, around 20 respondents were done professional degree and majority of the respondents equally distributed; numbering 30 respondents are done post graduation and graduate respectively.
- Majority 50.00 per cent of the respondents are strongly agreed that effective recruitment techniques are necessary to build sustainable enterprise.

- Majority 60.00 percent and 40.00 percent of the respondents are strongly agreed and agreed with avoid labor turn over and motivate for committed Employees to achieve sustainable enterprise respectively.
- Among 70.00 percent and 60.00 percent of the respondents are agreed and strongly agreed with better sustainable employee engagement and performance appraisal it leads to sustainable development in the organization respectively.
- Around 50.00 percent and 40.00 percent of the respondents were agree and strongly agree with the retention bonus scheme and achieve succession planning strategies it helps to achieve sustainable enterprise.
- All are the respondents i.e., 100 percent of the respondents were strongly agreed that leadership development is area of HR's greatest contribution towards build sustainable enterprise.
- Around 60.00 percent and 40.00 percent of the respondents are agreed that collaboration teamwork and talent management is another greatest HR area contribution towards sustainable enterprise.
- Among 40.00 percent and 50.00 percent of the respondents strongly agreed and agreed with the diversity and multiculturalism, Ethics and governance are considered as HR areas greatest contribution towards sustainable development respectively.

SUGGESTIONS FOR THE STUDY:

The following are the major suggestions for the study:

- ❖ Provide proper training and development programme for the employees and also "Integration," HR can contribute in subtle but crucial ways by providing key insights into the congruence of all aspects of management and facilitating collaboration with a broad range of stakeholders as well employees.
- ❖ HR can oversee talent management, training and development, and diversity. In addition, HR is generally well positioned to manage organizational change and help inculcate values, apparently a critical success factor for companies to become more sustainable.

- ❖ Leadership development also one of the main theme in senior management support for sustainability in the firm is critical, so too may be HR leaders' strategic positioning of the HR function in the firm's execution of sustainability management.
- ❖ The organizational capabilities required to support the organization's sustainability journeys. To further clarify the specific strategic human resources competencies are very much needed to build sustainable enterprises.

CONCLUSION:

Sustainability is an emerging phenomenon in HRM practice and research and also a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental and social opportunities into its business strategies. Organizations or companies found themselves in need to develop more sustainable business models, and the HR function has a key role to play in the process. This paper has attempted to make a contribution to the role of human resources strategies to build sustainable enterprise. This study also findings of nine highly sustainable corporations were presented and the areas of HR's greatest contribution to build sustainable development as well sustainable enterprise in the organization. Finally this study concludes that, a challenge of HR perspectives is now facing is to step up to this call and develop the necessary capabilities to help faster greater business and world sustainability.

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