



A STUDY ON SUSTAINABLE TALENT DEVELOPMENT MODEL OF HRM



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Abstract

The emergence of the knowledge society and the idea of human capital both contributed to the development of a distinctive perspective on human resources. It's not simply the material and financial resources that contribute to a company's success; the people who work there are given far more consideration. The most valuable strategic assets that a firm possesses are its people, or its human resources. Employees who have the potential to be categorised as "talents" are of the utmost significance. The variety of contexts and situations in which organisations operate leads to a diversity of talent acquisition practises. Because there is not yet a clear understanding of how the process should be carried out, the implementation of talent management in practise is not yet clear. To be able to meet the difficulties of



increasing one's knowledge and competence in relation to new technologies and processes, new strategic methods for holistic human resource management are required. Additionally, businesses are getting a better understanding of the significance of social, ethical, and environmental goals in their operations. Organisations are creating new goals for themselves, with an emphasis on individual, social, and environmentally friendly performance and growth in addition to monetary profit as their primary motivation.

keywords: sustainable, HRM, talent

INTRODUCTION

Experts have a variety of perspectives on human resources management (HRM), which has gone through several phases of its development yet from the turn of the 19th to 20th century. This is despite the fact that it is generally accepted that the most valuable resources for any company are its employees, which can create a competitive advantage. In spite of this, many people believe that employees are the most valuable sources for any company. In recent years, in relation to the management of human resources, other managerial approaches and ideas have been developing as well. Some examples include organisational development, organisational behaviour, quality management, change management, learning organisation, knowledge management, talent management, and so on. People, their motivation, effort, and involvement in the job, as well as their loyalty, qualifications, talents, and ideas in their daily activities, are the primary contributors to the success of the organisation in reaching its objective. As a result, managers ought to focus their attention on the acquisition and development of exceptional individuals who are remarkable in their respective fields of work and who have the potential to be highly successful for the organisation. Not only in the theory, but also in the practise, we need to discover the answers to the following questions: What exactly is talent? How can one get talent, and more importantly, how can one keep it? Is it possible to control talent? What is talent management? What role does talent management play in the firm, and what are its responsibilities? The focus of this chapter is on a review of the viewpoints held by experts about talent management. The purpose of this chapter is to analyse the process of talent management in a particular industrial firm located in Slovakia, as well as assess and compare it with models that have been presented and other research that has been done. The authors created a theoretical foundation in accordance with the existing expert and scientific literature sources. Experts from both the United States and



other countries provided their perspectives and research findings about talent management in monographs, scientific journals, international conferences, and online sources. The authors then used these sources to develop a theoretical framework. An examination of the available resources and a comparison of those materials is the key instrument. As a case study, this section of the chapter is also dedicated to providing a qualitative examination of the talent management process that was carried out in the selected organisation in Slovakia.

TASK, IMPORTANCE, AND CONTRIBUTION OF TALENT MANAGEMENT

Situations can arise in every organisation, large or small, that have the potential to adversely affect the firm. Only the organisation in which personnel are able to accurately anticipate potential challenges and prepare for them in advance will find success. Because of this, every organisation has to have skilled employees who, in spite of the complex nature of the business environment and the ongoing shifts in the industry, can have a significant amount of influence over important choices. According to Cannon and McGee (2011), the need to find talented people on the job market, but primarily to support and motivate own employees in the company, with the goal that they would impart their knowledge by the way of value-added, is necessary not only because of the growth of specialisation of various disciplines, the growth of knowledge, the need for permanent innovations, research, etc. As a result of the fact that human resources are currently an important area for every organisation, particularly from the perspective of the development and maintenance of a competitive advantage, it is appropriate to deal with talents in a methodical manner. When there is a shortage of qualified people on the job market and in the company, when talents are heavily found, and employees with high potential are heavily identified, problems with occupying important positions can be a problem. The human resources department can help the company solve these problems by using this method. For example, problems with occupying important positions can occur when there is a shortage of qualified people. (Silzer & Dowell, 2010; Horváthová, 2010) It is also possible for there to be issues with how to retain brilliant individuals, the insufficient motivation of employees, and other similar issues. The task of talent management is to occupy key positions by talented individuals. This is the case despite the fact that there are not only managerial positions but also such positions, which are key for the successful operation of the company, for instance specialists that provide high performance of the company (Phillips & Edwards, 2009). On the other hand, despite the rising emphasis that is



being paid to talent management in the academic literature, very little empirical research has been performed on the use of talent management in a variety of organisations, particularly in small and medium-sized businesses. In addition, the strategic approach to talent management that is taken by SMEs is severely lacking, and the majority of SMEs instead use an ad hoc approach to the practises of talent management.

In the event that the organisation is interested in and able to move forward with the right implementation of talent management, the following contributions and advantages would be the primary ones:

- People who are exceptionally gifted will make a significant contribution to the accomplishment of strategic and economic objectives.
- There would be a reduction in the costs associated with turnover and the recruitment of new workers.
- The organisation is gaining a reputation as a desirable and sought-after place to work.
- Succession planning for important roles is more effective when it is planned in advance.
- Skilled workers are positioned more appropriately, and the company makes greater use of their potential as a result.
- Losses related with unoccupied important positions in the organisation are kept to a minimum, amongst other benefits.

A fund of talented, competent, engaged, and loyal employees who are able to contribute to the attainment of existing and future demand is another aim of talent management (Hatun, 2010). This fund is referred to as a talent–pool.

Talent Management Strategies and Employee Engagement

The methodical identification of key positions that directly and sustainably contribute to the competitive advantage of an organisation is one definition of strategic talent management. Another definition of strategic talent management is strategic human resource management. Talent management is expanded in the human capital science and theory foundation to include the recognition and design of systems that satisfy the demands of employees. Previously, talent management exclusively addressed the objectives and goals of the organisation. As a result, this further builds a talent pool with great potential, which leads to a



distinctive human resource structure through high commitment levels [24]. In this regard, talent management strategies differentiate themselves from the conventional practises and planning of the HR department by placing an emphasis on the skillfulness and variety of persons. This is accomplished through the processes of identification, development, engagement, and retention. Consequently, the scope of talent management methods encompasses employment in a comprehensive and all-encompassing manner. A non-toxic atmosphere for workers that stimulates good behaviours (i.e., engagement) by concentrating on their needs and giving appropriate assistance may be established with the help of ethical leaders, which is another reason why it is critical to recognise the essential role that these leaders play in the process.

The total performance of organisations is capable of being significantly improved by using such tactics. In "normal" times, talent management strategies adhere to the aforementioned structure. Managers and HR departments are always on the lookout for fresh talent while also making an effort to upgrade the abilities of existing employees. On the other hand, there is a dearth of qualitative research that collect extensive data from management levels and that might provide light on issues and tactics that are implemented (particularly during the pandemic). Incidents like as the pandemic have an effect on work processes, one of which is talent management, and need managers to put into action plans and tactics that are proportionate to the magnitude and breadth of the current issue. The current research is being conducted qualitatively, and as a result, attention is being focused on the theoretical contexts connected to talent management techniques and their implementation in the context of tourism and hospitality. In addition, a deficiency has been identified with relation to the management of talent and the level of employee involvement during the epidemic. There is a gap in terms of comprehending the concerns of talent management in the hotel sector as a result of the problems that were brought about in the hotel industry as a direct result of the pandemic that was discussed before. In order to provide a contribution to the body of previously held information, this study integrates the aforementioned knowledge gaps. In the context of this study, it is essential to highlight that a key driver for its conduct is the fact that the majority of studies have explored this topic in other areas (for example, Southeast Asia, Western Europe, and Northern America), leaving the Middle East relatively rarely examined. This is important to mention because it is important to note that one of the primary drivers for this research is the fact that the majority of studies have examined this subject in other



locations. As was just said, there is a pressing need for greater research and writing on the topic of personnel management in hotels during the epidemic. As this study follows the idea of talent management and its implications in the hotel sector of the area, it argues that in the absence of sufficiently designed talent management systems, the hospitality industry faces the danger of employing incompetent and untrained workers. This study follows the concept of talent management and its implications in the hotel sector of the region. As a result, talent management methods have the potential to play an important part in the process of preserving a competitive advantage by reacting to changes in environmental, demographic, and structural factors (for example, in reaction to the pandemic). Consequently, important consequences may be derived for employment security, working conditions, and other connected elements by investigating this topic further. When the company is operating on a regular basis, these techniques may be said to be both successful and efficient [14]. However, catastrophes such as the worldwide pandemic, which impacts both the physical and psychological aspects of life, might drive managers to consider innovative strategies for talent management when 'regular' procedures fail to endure. Notable is the fact that just a few studies have looked at talent management and the aspects that are crucial to it during times of crisis (for example,). This is significant since during the epidemic there has been a reduction in the number of people travelling, borders have been closed, and tourism has been restricted. During the COVID19 epidemic, one aspect of the tourist business that has not received sufficient attention is the level of employee involvement. The primary focus of this study is on the significance of employee engagement in this context as an essential component of the tourism sector. This research demonstrates the importance of knowing the issues that hotel managers confront in terms of personnel management techniques that have been disrupted as a result of the pandemic. In this regard, the research highlights the vitality of recognising these challenges. The in-depth data that is produced from the opinions of managers may be valuable to both academics and practitioners in the tourist industry. This is because the data throws light on strategies and methods that assist hotels in keeping their skilled workforce. Therefore, organisations have the ability to put such methods into action in order to strengthen their resilience and level of readiness for future crises. In the hospitality industry, having an effective HR department and competent leadership is vital for both the internal and external parts of the business (for example, the level of employee engagement and the quality of the client experience). These things contribute to additional good work outcomes that are



extremely advantageous for the organisation, such as innovative work behaviour, job happiness, greater performance rate, and quality of service. Because of the numerous contacts that take place between clients and workers in the service business, it is especially crucial for employees to feel engaged in the work that they do. Importantly, individuals' careers have been put in jeopardy as a result of the pandemic. As a result, it is more important than ever to promote participation in order to guarantee that businesses can return to their usual procedures and improve their rate of success. In this way, both the physical and psychic realms are at play within the framework of this discussion.

Employee engagement is an essential aspect that organisations and their HR teams, and leadership approaches, should emphasise on, and create a workplace, where engagement is fostered. Notably, high engagement levels for employees lead to exhibition of positive work behaviours and connectedness to the goals of the organisations (for example, productivity, and extra-role behaviours such as citizenship and proactive). The involvement of talented individuals is essential because it encourages the display of good behaviours in the workplace and in interactions with customers and other members of the organisation. In the context of the hospitality and service industries, this becomes further clearer. This is connected further to the job resources, which are not always sufficient in the hotel industry, and job expectations, which are at high levels in hotels, both of which have a direct impact on the outcomes of workers' work. As a result, a theoretical model that takes into account all of these challenges has been utilised in this investigation to discuss the requirements placed on hotel workers as well as the resources that are at their disposal. According to the findings of this study, the JD-R model may be used to explain how the pandemic reduced the resources that were available for skilled employees and raised the pressures connected to work (for example, lower earnings and a lack of suitable compensations or developmental career prospects). Because of the high level of engagement that occurs with clients in the hospitality industry, it is essential for businesses to have staff members who are enthusiastic about the work that they do. This is because of the nature of the industry itself. In order to do this, the HR department has to be actively involved in improving working conditions for employees. Building on the job demands and resources model (JD-R), the focus of this research is on the practises of human resources, more specifically in the context of talent management, with reference to the enhancement of work engagement among workers working in hotels in the Middle East. By recognising the concrete and intangible parts of the work, as well as



concentrating on providing the required means (resources) for talented personnel, it is possible to create positive results. JD-R is appropriate for the situation at hand since personnel in the hotel industry demand a great deal of resources as a result of the continual contacts they are required to have as well as the other challenges they face (such as long hours, poor earnings, and short-term contracts). As a result, hotel general managers and the HR managers at those hotels have been discussed in terms of the methods and actions they have taken about this topic. The JD-R model presupposes that attention can and should be paid to the requirements of staff members in order to achieve a state of equilibrium and, consequently, a higher level of employee engagement. The JD-R model is appropriate for this situation because it accounts for the disruptions in HR strategies brought on by the pandemic (i.e., changes in work demands and restricted access to certain resources). The aforementioned problems, which were induced by the epidemic, led to a reduction in involvement since they put individuals' bodily and psychological resources in jeopardy while simultaneously raising the requirements of their professions (i.e. a lower salary). As a result, the findings of this study might make a contribution to the existing comprehension of this model in the context of hotel personnel management techniques implemented during the pandemic.

The Emergence and Scope of Sustainable HRM

This section focuses on sustainable Human Resource Management as an emerging study subject by examining the genesis of the concept, the many streams that fall under the label of sustainable HRM, and what various academics mean when they refer to sustainable HRM. The phrase "sustainable HRM" has only been around for a short while. It is widely acknowledged that there is no "consistent" literature on sustainable HRM, despite the fact that the area has been quickly expanding in recent years. Furthermore, sustainable HRM may be viewed in terms of a variety of different frameworks that function in conjunction with one another. Despite the variety of techniques, we were able to categorise all of the papers in the subject of sustainable HRM into one of three "waves" of research: the first, the second, or the third. The primary criterion is the contribution that the candidate can make to sustainable HRM. More recently, based on the findings discussed in the many pieces of writing on sustainable HRM, researchers have divided the available research into three categories: linkages, enhancing social and environmental health, and capacity reproduction. Because an



exhaustive study of all publications in the subject of sustainable human resource management is outside the purview of this particular paper, only those parts that are pertinent for the primary objective of the paper, which is the disclosure of the features of sustainable human resource management, are further emphasised here. Writings on sustainable human resource management were first published at the end of the 1990s in Germany, Switzerland, and Australia. The German method was established in the context of sustainable resource management. This approach refers to organisations as open systems, resource-dependent systems that "depend on a constant stream of resources to stay alive, fulfil their ends, and reach their goals." This strategy is predicated on an economically rational interpretation of sustainability, which contends that it is economically sensible for businesses to strike a balance between their consumption and reproduction of human resources by investing in their ties with the surroundings in which they operate, given that environments are "sources of resources." On the basis of this idea, sustainable HRM was defined as "what companies themselves have to do in their environments to have durable access to skilled human resources." This definition is not unexpected and comes as no surprise. In the meanwhile, the Swiss approach is based primarily on a normative concept of sustainability as a moral and ethical value building, which is in accordance with the description provided by the Brundtland Commission. Given that human resources are more "consumed" than "developed" as a starting point, enhancing employability, fostering individual responsibility, and providing a healthy work–life balance are characteristics of sustainable human resource management. The Swiss approach conceptualises sustainability as a reciprocal benefit, referring to employers and workers as equal partners. Sustainable human resource management (HRM) helps support both the satisfaction of individual demands and the maintenance of an organization's capacity to remain competitive. In light of this, human resource management (HRM) that is sustainable is described as "the long-term socially and economically efficient recruitment, development, retention, and disemployment of employees." It is essential to emphasise that the Swiss method was formed as a synthesis of theoretical and practical findings, demonstrating the varied understanding of sustainable HRM in organisations. This was done in order to solve a problem that existed at the time. Works can be noted if there is a more systematic relationship established between HRM and sustainability, and if sustainable HRM is conceptualised. The enormous impact that has been made in advancing and maturing the field of sustainable human resource management has



been brought about by. By referring to earlier works in the body of literature that link HRM and sustainability, the authors were able to give a more comprehensive understanding of sustainable HRM while also grounding it in the body of strategic HRM literature and expanding the framework that Wright and McMahan developed for strategic HRM. In more recent times, a definition of sustainable HRM was presented (see Section 1), and it highlighted two components. To begin, it is acknowledged that there are numerous economic, ecological, and social goals, some of which may be in conflict with one another. There is no doubt that the multiple bottom line approach makes it possible to grow the success of the organisation and acts as a platform for the long-term survival of the organisation in terms of attracting qualified workers and ensuring that employees remain healthy. However, at the same time, the significance of sustainability in day-to-day HRM practises increases the concerns of difficulties and tensions. This is because organisations may find themselves confronted with competing demands, such as the need for employees to be accessible 24 hours a day and the need for employees to have a work-life balance. Second, the recognition of the intricate interrelationships that exist between HRM systems and their surroundings (both internal and external), with a specific focus on those interactions that regulate the impact of external factors and make it possible for resources to be reproduced over the long term. When examined through the prism of sustainable human resource management, an organisation is conceived of as an open system that "needs to develop and regenerate its HRs at least as fast as it 'consumes' them." Because of this, the importance of HRM effect in terms of externalities for various stakeholders both inside and outside the organisation has been well established (the externality theory has been adequately discussed in works; externalities will be defined later in analysing his method).

4. Characteristics of Sustainable HRM

This section will focus on the features of sustainable HRM and expose the substance of such traits. When introducing a novel strategy, one of the most important concerns to address is how it differs from existing approaches that are analogous. The same worry applies to sustainable human resource management, and one must not forget to take into account the fact that "many of HR colleagues seem to remain critical of the concept" and that there is a risk of "old wine in new bottles." In general, despite progress made towards the characteristics of sustainable HRM, the issue of the characteristics still has not been fully



explored. This is the case. The applications of sustainability for HRM are broken down into its component parts, which are outlined below. The traits illustrate what HRM ought to be like in order to merit the quality of 'sustainable,' and they are described below. The analysis of the relevant literature enables one to state that researchers select a variety of approaches and formats to portray the qualities of the construct. It seems that a few of them are providing features by describing the construct in and of itself. For example, one may argue that the self-responsibility of workers and their involvement in decision-making are the core features of the concept, and that HRM functions as a "guardian" of human resources with the goal of supporting people, while individuals are responsible for their own actions. Therefore, these components constitute features of HRM that are sustainable. You should claim that in order to construct a sustainable HRM system, there should be three components covered. These are equity, well-being, and employee growth. Once more, the aforementioned dimensions have the potential to serve as characteristics. Other writers concentrate on the traits that distinguish sustainable HRM from mainstream HRM, including strategic HRM, and expose these characteristics in the same manner. For example, one writer discusses the elements that distinguish sustainable HRM from mainstream HRM. As a result, the hallmarks of sustainable human resource management include evaluating organisational goals in a broader sense rather than focusing just on financial outcomes and understanding the negative consequences that HRM may have on a variety of stakeholders. In conclusion, in addition to the qualities of the concept that are communicated in an implicit manner, some researchers do it explicitly. even includes the following qualities in his model of sustainable human resource management: Flexibility, employee engagement, value orientation, strategy orientation, competency and knowledge orientation, stakeholder orientation, and the development of relationships based on mutual trust between employees and employers are all important. introduced a number of additional characteristics, including the following: investigating both short-term and long-term effects, as well as side and feedback effects; broadening the concept of success by taking into account economic, social, and ecological goals; taking into account moral and ethical positions, in addition to economic arguments; encouraging the capacity of HRM to develop and sustain the HR base and environments from within; and striking a balance between paradoxes, dualities, dilemmas, and tensions. Several years later, they developed a brief list of qualities in terms of their titles. This list included the following characteristics: long-term oriented, impact-control focused, substance and self-sustaining



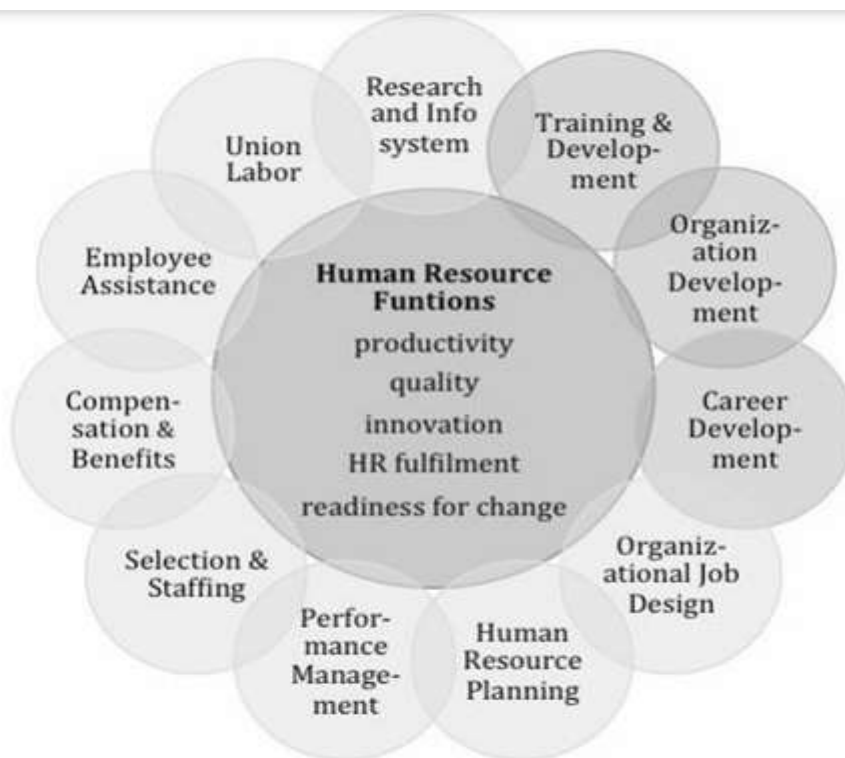
oriented, partnership oriented, multiple-bottom lines oriented, and paradox oriented. In more recent times, based on qualitative research, four elements have been suggested as features of sustainable HRM. These dimensions include justice and equality, transparent human resource practises, profitability, and employee well-being. In conclusion, the features of sustainable HRM have been offered as a solution to the dearth of knowledge concerning the best way to make the construct more clear and differentiate it from those of similar but distinct concepts. The study recommends distinguishing two things: fundamental methodologies and features of sustainable HRM. This proposal is based on existing research, thus it draws on that research. In a similar vein, the underlying methods function as keynotes, or as a "roof" for qualities, claiming that the characteristics should be matched with the approaches. The study takes three techniques that are already well known in the literature and are applied for sustainable HRM. These approaches are the paradox theory of negative externality and stakeholder damage, as well as the stakeholder theory. The paper proposes 11 characteristics of sustainable HRM by drawing on literature from a variety of works that link sustainability and HRM and by following the essence of corporate sustainability. These characteristics are as follows: long-term orientation; care of employees; care of environment; profitability; employee participation and social dialogue; employee development; external partnership; flexibility; compliance beyond labour regulations; employee cooperation; fairness; and equality.

OUTCOMES OF SUSTAINABLE HRM

1) Sustainable HRM and Employer Attractiveness: It is possible to improve an employee's sense of themselves by contrasting their own organisation with others that are not as favourable. This is the reason why the reputation and favourable image of the organisation assists to the process of defining the individual's self-concept. Because the organisation helps in building up strong employment relationships by strongly talking about SHRM, potential workers will be drawn towards the organisation, and they will regard the organisation as a better place to work with happiness. In exchange for this, the organisation helps in building up strong employment relationships.

2) Sustainable HRM and Turnover Intentions: The results of any newly implemented plan or procedure may be used to evaluate how successful they were. The results of strong sustainable HRM performance include not only support for the achievement of broad

sustainability business objectives, but also measurable contributions to HRM performance. These contributions include a decrease in employee turnover, an improvement in employee well-being, and an overall increase in employee engagement and motivation. In addition, strong sustainable HRM performance results in an overall increase in employee engagement and motivation. In order for businesses to accomplish their performance objectives, they have been putting a lot of effort into developing novel approaches to attract prospective workers and keep a steady supply of those workers on hand. This would automatically lower the expenses associated with turnover and put a stop to the loss of tacit knowledge.



3) Ethical Leadership and Sustainable HRM: The self-concept theory emphasises the relevance of ethical factors in HRM, which effect certain job-related outcomes such as employee loyalty, motivation, and turnover intentions. Self-concept theory was developed by psychologists. The moral compass of those in positions of authority would bring about openness in company operations, which would in turn assist the company in accomplishing its sustainability objectives. Being ethical in the workplace leads to constructive organisational behaviour, which in turn assists in the development of a larger human resources base.



4) Sustainable HRM and Employee Voice Behaviour: It is vital to first have an understanding of participatory management before being able to comprehend the voice of the employee. Employee voice, also known as promotive voice, refers to the act of providing imaginative ideas for the development of an organisation. Promotive conduct requires a number of essential components, including positive speech and discretionary behaviour.

5) Corporate Sustainability Perceptions and Sustainable HRM: Human resources are absolutely necessary for attaining success in an organisation that is motivated by sustainability. In order for sustainability to become a continuous transformation process, it is essential that it be implemented at each stage of business operations and ingrained across an organisation at every level. The purpose of this research is to determine whether or not they have started implementing the concepts that are linked with SHRM into the various organisations that they work in, as well as to get their perspective on the part that HR plays in ensuring the long-term viability of an organisation.

CONCLUSION

In this work, we acknowledge the challenges that arise while simultaneously investigating sustainability and the link between the two concepts and human resource management. The practises of human resource management should go beyond the simple performance of legal standards and place an emphasis on the requirements of workers and the families of those workers. This would involve the provision of chances for training and professional development, career management, the promotion of democracy in the workplace, and the engagement of workers. In addition to this, it should place an emphasis on activities that promote social responsibility, take into account the concerns of both internal and external players, and work towards achieving both short-term effectiveness and long-term sustainability. This essay takes a multi-pronged approach to the topic at hand. The purpose of this study is to make a contribution by providing an in-depth examination of each characteristic of sustainable development at a variety of different levels. In this study, numerous conceptual and empirical findings are summed up, a precise description of all HRM activities is presented, some research gaps in the existing literature are identified, and a model is offered that synthesises how human resource management may contribute to the sustainability of businesses.



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