

Sustainable HRM newsletter ‘Sowing the seeds...’*:

News about Scholarship on Sustainability and HRM

September 2014

This newsletter includes information about scholarship around sustainability and human resource management and employment relations. If you have news to include, please let us know by emailing any time to *Ina Ehnert* (ina.ehnert@uclouvain.be) and the message will be included in the next newsletter. Please also circulate this newsletter and make interested colleagues sign up to receive it.

- [Conferences](#)
 - Currently none but see cfp
- [Call for Papers](#)
 - 2nd Workshop on Sustainable HRM 2015
 - EURAM 2015; “Sustainable HRM and Human Factors for Innovation”
- [Recent Sustainable HRM Publications](#)
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- [Teaching Sustainable HRM](#)
- [Connecting Online](#)
 - LinkedIn Group - Join us at “International Sustainable HRM Network” - For academics and practitioners interested in Sustainable HRM.

Conferences

Upcoming

Currently none but see cfp.

Call for Papers

- **2nd Workshop on Sustainable HRM – this year including a special event for PhDs and with space to exchange teaching experiences on Sustainable HRM**
June 3-5th 2015, Location: N.N. but it will be central Europe
Organized by Ina Ehnert (Louvain School of Management) and Judith Semeijn (Open University)
For more information please contact: ina.ehnert@uclouvain.be
- **EURAM 2015; 2nd track on Sustainable HRM!**
“Sustainable HRM and Human Factors for Innovation”; Special Interest Group: 06 Innovation
June 11-20th; Warsaw, Poland
Chaired by Ina Ehnert, Sugumar Mariappanadar, Klaus J. Zink, Andy Imada
This will be the second EURAM track on sustainable HRM. It is not yet official but please prepare for the full paper submission deadline mid January. Topics of interest include but are not limited to:
 - Theoretical Perspectives on Sustainable Human Resource Management
 - Sustainable Human Resource Management: Concepts, Practices and Processes

- Human, ecological, and economic sustainability and the role of HRM in business organizations and global supply chains
- Sustainable employer-employee relations and sustainable labour participation
- Sustainable employability and sustainable careers
- HRM and sustainability-oriented behaviour at work: paradox and ambidexterity perspectives
- International comparative developments of Sustainable HRM

Please book the dates in your calendars now and stay tuned for more details on both events.

Recent Sustainable HRM Publications

The following recent publications attend to Sustainable HRM. Congrats to their authors:

- Ehnert, Ina; Harry, Wes and Zink, Klaus J. (2014): Sustainability and Human Resource Management: Developing Sustainable Business Organizations, Springer.
- Guerci, M., and Pedrini, M. (2014), 'The consensus between Italian HR and sustainability managers on HR management for sustainability driven change – towards a 'strong' HR management system, The International Journal of Human Resource Management, 25, 1787-1814.
- Guerci, M., Shani, A. and Solari, L. (2014), 'A Stakeholder perspective for Sustainable HRM', in Sustainability and Human Resource Management. Developing Sustainable Business Organisations, eds. I. Ehnert, W. Harry, and K.J. Zink, Heidelberg: Springer, pp. 205-224.
- Muller-Camen Michael and Elsik, Wolfgang (2015) IHRM's Role in Managing Ethics and CSR Globally, In: Collings, David G., Wood, Geoffrey and Paula Caligiuri (Eds.) The Routledge Companion to International Human Resource Management, in print.
- Schroder, Heike, Flynn, Matt and Michael Muller-Camen (2014). The Management of an Ageing Workforce: Organizational Policies in Germany and Britain, Human Resource Management Journal, in print.
- **Special Issue on 'Sustainable people management practices in the Asia-Pacific region': Asia-Pacific Journal of Business Administration** <http://www.emeraldinsight.com/toc/apjba/6/3>

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Mak, A., Cheung, L., Mak, A., and Leung, L. Confucian Thinking and the Implications for Sustainability in HRM.

Maley, J. Sustainability: The Missing Element in Performance Management.

Mariappanadar, S., and Kramar, R. Sustainable HRM: The Synthesis Effect of High Performance Work Systems on Organisational Performance and Employee Harm.

Sotome, R., and Takahashi, M. Does Japanese Employment System Harm Productivity Performance? : A Perspective from DEA-based Productivity and Sustainable HRM.

Suriyankietkaew, S., and Avery, G. Leadership Practices Influencing Stakeholder Satisfaction in Thai SMEs.

Au, C., and Ahmed, P.K. Sustainable People Management through Work-life Balance: A Study of the Malaysian Chinese Context.

- **Please do send me your references regularly to include them in the newsletter! Make sure your work will be known and hence hopefully – even more – cited!**

Awards and Honours, PhDs

- **EURAM Best Paper Award 2014, Sustainable HRM track** Blazejewski, Susanne et al. Pro-environmental intrapreneurship: the role of life-work identity spill-over effects, Congratulations to Susanne and her colleagues!

Teaching Sustainable HRM

- Sustainable HRM will go online: Massive Open Online Course (MOOC) on Sustainable HRM in 2015. If you are interested in contributing a video, case, exercise etc. for the MOOC hosted by UCL (Université Catholique de Louvain), please contact ina.ehnert@uclouvain.be

Connecting Online

- LinkedIn – If you are on LinkedIn, consider joining us in the group “International Sustainable HRM Network”

This newsletter is an effort to inform, integrate and communicate across scholars interested in sustainable HRM/sustainability and HRM issues in business organizations. Our goal is to share publications, conference/colloquium opportunities, special issue announcements, awards, etc. with one another several times a year. Finally, it is very important that this newsletter works only if you send us information on what you wish to share. We are interested in your news on:

**Calls for papers on sustainable HRM/sustainability and HRM*

**Upcoming conference announcements on sustainable HRM*

**Latest articles, chapters, books on sustainable HRM*

**Awards and Honours*

**Change in affiliation*

**Fellowships, PhD's, etc. in Sustainable HRM and related areas*

Thank you!

If you would like to be removed from this list, or alternatively would like to invite others to join this list, please email Ina Ehnert (ina.ehnert@uclouvain.be).

**'Sowing the seeds of sustainability' is the title of Mari Kira and Svante Lifvergren's chapter in the edited volume by Ehnert, Ina; Harry, Wes and Zink, Klaus J. (2014): Sustainability and Human Resource Management: Developing Sustainable Business Organizations, Springer.*

Brief of articles

Special Issue: Sustainable People Management Practices in the Asia Pacific Region (2014 in press)

The article by Mak, Cheung, Mak, and Leung focuses on the relationship between Confucian values and sustainability. The literature on Sustainable HRM has traditionally been framed in terms of Western perspectives of management, organisational and social relationships. However, the article highlights the core elements of a Confucian philosophical tradition, such as the importance of an individual's moral cultivation and the ethical ideal of a living a good life, are consistent with Sustainable HRM. Interviews with Chinese employees reveal the importance of Confucian values in a number of aspects of the workplace. These include job development opportunities, a harmonious working environment, good personal relationships at work, showing care and concern for other employees and the role of persuasion, rather than the use of force to influence people. Mak et al make the optimistic conclusion that sustainability is supported by Confucian values and that "Chinese companies are probably ready to embrace the concept of sustainability and implement sustainable people management practices. Sustainable HRM has profound implications for the design and execution of HRM practices.

The article by Maley confronts the performance management and the performance appraisal processes. It views these processes from a Sustainable HRM perspective and suggests ways of overcoming the common limitations of these processes. A Sustainable HRM lens requires a very clear communication of the purpose of the performance management and performance appraisal process to a variety of stakeholders. In order to do this, managers would need to be accountable for effective communication. They would also be required to ensure there is consistency in the expectations of managers and employees regarding the conduct and outcomes of the processes. At the heart of this is the process of managing consensus about the process. This requires the involvement of employees in the development of the performance management and appraisal processes. It implies involvement in criteria setting, evaluation processes and the provision of support practices such as training. Her suggestions indicate the purpose of performance management and appraisal would broaden, its development and implementation would be more time consuming and that the negative impact of appraisal would be explicitly acknowledged.

The article "Sustainable HRM: The synthesis effect of High Performance Work Systems on Organisational Performance and Employee Harm" by Mariappanadar and Kramar provides insights into the complexities of High Performance Work Systems (HPWS). The study attempts to establish empirical evidence of the simultaneous and the synthesis effects of HPWS on organisational performance and employee harm in the East Asian Pacific region. The simultaneous and synthesis effects of HPWS on organisational performance and employee harm are examined using the Cranet data for five countries in the Asia Pacific region. The findings of the study are surprising. It found that tele-working and a compressed working week do not have a simultaneous positive or mutual benefit effect for organizations and employees, but have a negative impact on organisational and employee well-being. However, it was also found that tele-working and a compressed working week when moderated by employee benefits and trade union influence it resulted in improved organisational profitability and reduction of employee harm. These findings suggest that the synthesis effect of sustainable HRM is based on a bundle of HRM practices and not a single HRM practice or function.

The study of the employment systems in Japan takes the analysis of the impact of HRM to a broader level. Sotome and Takahashi examines the impact of the Japanese employment system which has the features of lifetime employment, a seniority based wage system and active enterprise unions, on productivity. The study found that this system created inflexibility and male dominance, and although the system creates positive benefits for a variety of internal and external stakeholders, it is not sustainable in the longer term. It is not sustainable because it harms productivity performance and the

sustainability of the organisation. It also has a negative impact on the opportunities available to various groups in organisations.

The article by Suriyankietkaew and Avery examines the relationship between the 23 sustainable leadership practices and overall stakeholder satisfaction. The study explored sustainable leadership from those behaviours, practices and systems that create enduring value for all stakeholders of organisations including investors, employees, the environment, other species, future generations and the community. This study was conducted in small and medium enterprises in Bangkok Thailand using a cross sectional, mixed survey method. The findings of the study indicate that all of the sustainable leadership practices, except for “financial market orientation”, are significantly related to overall stakeholder satisfaction. In addition a positive relationship between individual sustainable leadership practices and overall stakeholder satisfaction was supported, with particular practices having different impacts on overall stakeholder satisfaction. This study adds to the literature on Sustainable HRM by examining the role of sustainable leadership practices in achieving overall stakeholder satisfaction beyond achieving the financial outcome focus of strategic HRM in an emerging economy and in small and medium enterprises.

Au and Ahmed’s article on Sustainable people management through work-life balance: A study of the Malaysian Chinese context explores the harmful effects of negative externality at both national and firm level by identifying practices that impact Malaysian Chinese’s well-being in the form of work-life imbalance. The paper investigates, using semi-structured interviews, the factors which influence and shape work-life balance experience of Malaysian Chinese working adults. The study found contextual elements in the macro-environment, such as government legislation and policy, societal values and practices, as well as the firm environment including owner and leadership values and superiors’ shape the experience of work-life balance among Chinese Malaysians. The authors conclude that the findings show that current work-life practices in Malaysia will lead to an unsustainable human resource position for Malaysian firms. This article provides much needed information about the practice of work-life balance HRM practice in a non-western context.