

Human Resource Management: Ecosystem

P.Subburaj

Research Scholar, DoMS, University of Madras, Chennai, India

mba.subburaj@gmail.com

Dr.K.Sathyanarayanan

Assistant Professor & Research Supervisor, DoMS, University of Madras
Chepauk, Chennai, India

sathyanarayan2k2001@yahoo.co.in

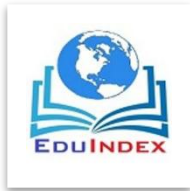
Abstract:

It is quite essential to explore the Ecosystem practices in the present day situations where the Ecosystem policies are being adopted in various management techniques in the Indian Corporate world. This study examines employee recruitment, training & development, performance appraisal, compensation organizational environmental performance through ecosystem Human Resource Management. The paper largely focuses on the various ecosystem Human Resource Management practices and the relationship between corporate social responsibility and the ecosystem of human resource management. The finding implies that ecosystem human resources management enhances organizational work, and its environmental performance. It also suggests the organization's top management and the HR manager make an initiative to create ecosystem human resources management policies.

Keywords: Ecosystem, Human Resource Management, Human Resource Policies, organization, corporate social responsibility.

Introduction

The renovation of the natural environment has been an important problem for the last few years. Almost every industry has embraced environmental safety practices. Maximum productions companies have aimed to remove the waste created throughout the production and, consequently,



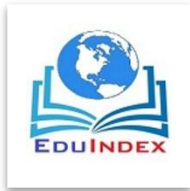
have improved corporate performance. In phrases of service industries along with hotels, their ecosystem efforts encompass decreasing waste, holding strength and water of their operations, and teaching clients and employees.

Nowadays, the cross eco system policies are enforcing in each sector to reduce environmental problems. In human resource management, the ecosystem policies are evolved to keep their resources for the future growth of the organization along with side society too. The HR functions grow to be the driver of environmental sustainability within the organization by aligning its practices and policies with sustainability goals reflecting an eco-focus. The HR strategy must reproduce and encourage the objectives of the HR team and other employees, aligning with the company strategies, standards, and culture, distribute sustainable proceeds to buyers, deal with customer wishes, identify and reply to emerging social trends, reply to governmental and rigid expectations and manipulate the general public policy agenda. Ecosystem HR is the use of HR regulations to provide confidence in the sustainable use of sources inside enterprise groups and greater typically promote the source of environmental sustainability.

Review of Literature

Kibok Baika, et al (2019), Proposed that position of an inner ecosystem of human resource practices—high-performance work system (HPWS)-and the contingent results of environmental situations—industry dynamism and industry complexity-as drivers of worker provider-providing capability. This study contributes to the servitization literature by analyzing how employee service-presenting capability relies on the inner ecology of employee practices and modifications within the external environment.

Lenka et.al (2018), Investigate that the use of a humans-centric technique may want to provide a human practices in an organization that can assist corporations to expand a humans-centric carrier infrastructure. Indeed, in the top-down implementation of competing logics of product and carrier orientations.



Ulaga & Kohli, (2018), HR practices should offer the important multilevel foundation for leveraging employee competencies in servitization. Relatedly, in phrases of motivating and maintaining employee efforts, HR practices may want to provide the inner ecology of micro foundational dynamics to facilitate evangelizing, bootlegging, leveraging, and collaboration to promote servitization and to improve the social responsibility activities of an organization.

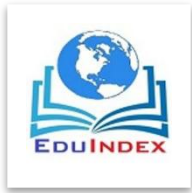
Kuijken et al., (2017) HPWS as an inner perspective of ecology, makes the interrelations between employees and the inner organizational environment greater express. The inner ecosystem lens is specifically salient to servitization, as integrating provider and manufacturing activities calls for multi- and cross-level worker.

Agnieszka Radziwon et al (2018), revealed that an inductive case look of a specific regional ecosystem and focus at the inter-organizational collaboration between SMEs and other stakeholders within the ecosystem. And discover how SMEs understand, prepare, and manipulate open innovation through strong collaborative ties with the different ecosystems on this company. It consists of a spotlight specific interest factors for managing and growing open innovation in a regional enterprise ecosystem.

Ron Adner(2016) Human resource practices gives an express examination of the relationship among ecosystems and a bunch of opportunity constructs business fashions, platforms, competition, multisided markets, networks, technology systems, supply chains, value networks etc.

Jiang et.al (2012) Recommended that high-performance work systems (HPWS) represent an inner ecology important for servitization efforts. HPWS discuss with a bundle of HR practices that synergistically enhance company overall performance via recruitment, incentives, appraisal, and participation

Gebauer and Friedli (2005) Stated that the perception of HPWS as an inner ecosystem is rooted in framework, which explains that HR practices are important to strengthening the link between



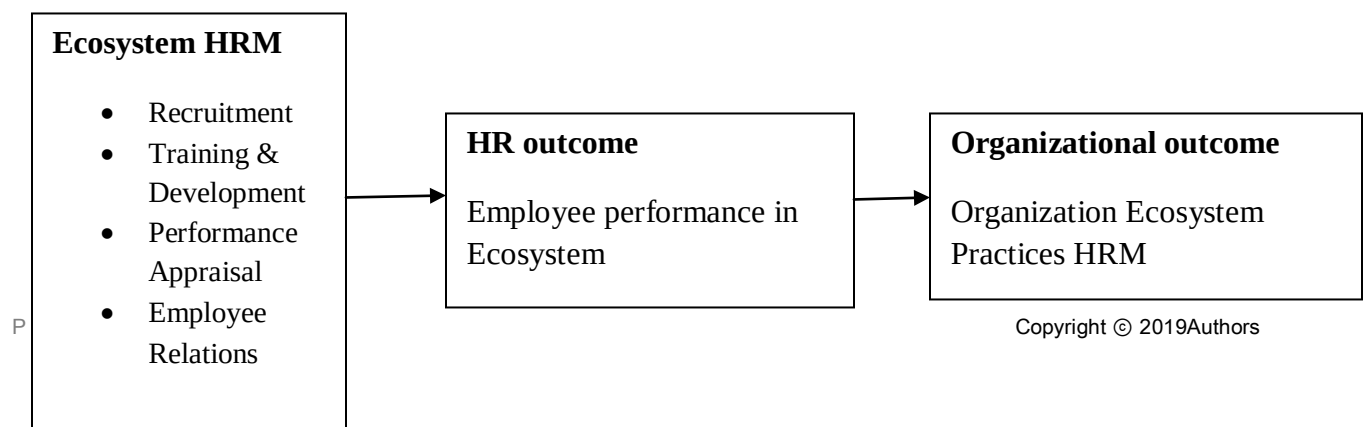
provider and manufacturing, in addition to improving interactions within and outside the corporation.

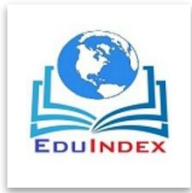
Objectives of the study

1. To study the basic understanding of Ecosystem Human Resource Practices in an organization.
2. To analyse the various ecosystem practices that can be incorporated in the workplace.
3. To give suggestions of ecosystem practices initiated by the Human Resource department.

Ecosystem Human Resource Management (EHRM)

Ecosystem HRM includes challenge environment-friendly HR initiatives resulting in more effectiveness, decrease price and better employee engagement and retention in turn. The ecosystem's human useful resource management contains many functions within the human resource department of an organization. It helps to the reduction of paper usage and the implementation of the ecosystem human aid policies such as planning, recruiting, selecting managing employees and employee relations. It makes the environment ecosystem in the workplace. all the activities involved in the ecosystem human resource management decorate the value of the employees and the organisation.





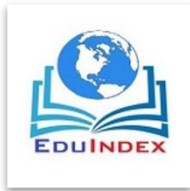
Need for Ecosystem HRM

The Human Resource ecosystem practices are essential everywhere in the global world. The enterprises are adapted in ecosystem human resource management practices because of its need and competition in the present day- to -day business. The ecosystem human resource practices plays a vital role in Recruitment, Selection, Training and development, compensation, employee relationship and Corporate Social Responsibility in an organization. It creates a major impact in the long term growth of an enterprise. In the global business environment, the ecosystem human practices are essential and it should be implemented in an organization.

Ecosystem HRM enhance with CSR

To enforce any corporate environmental program, numerous gadgets of an organization such as human resources, marketing, finance, operations are put together. However, the fundamental component lies in the human resource department as corporate social responsibility (CSR). Even though the ecosystem HRM is the broader program of corporate social responsibility within the organization, human resource, and their systems are the fundamental foundation of any business. The ecosystem HRM includes the main components of an organization's employee attraction and selection. The environment-friendly human resource practices and protection of knowledge capital are considered as ecosystem human resource management elements.

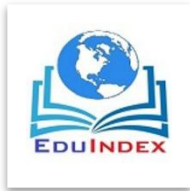
Ecosystem Recruitment



Ecosystem recruitment means a paper-free recruitment process with minimal environmental impact. Ecosystem recruiting is a system where the focus is given on the importance of the environment and making it a major element within the organization. (Holtom, Mitchell, Lee and Eberly, 2008) in their study on turnover and retention of employees argue that the most important benefit dimensions of human resource and sustainability are retention and satisfaction. Firms are now beginning to recognize the fact that gaining a reputation as an ecosystem employee is an effective way to attract new talent. Ecosystem recruiting is a system where the focus is given on the importance of the environment and making it a major element within the organization. Complementing this the recruits are also enthusiastic and to some extent passionate about working for an environmentally friendly ecosystem company. Recruiting candidates with ecosystem bend of mind make it easy for firms to induct professionals who are aware of sustainable processes and are already familiar with basics like recycling, conservation and creating the more logical world. Through the statements, we can conclude that ecosystem recruitment provides the employer with an opportunity to stand ahead of the crowd and further increase their chance of attracting the candidates and retain them after induction.

Ecosystem Training and Development

The ecosystem training and development is a practice that focuses on the development of employee's skills, knowledge, and attitudes. The ecosystem training and development educate employees about environmental management and training should be given for the employees to educate also about energy, reduce waste, and diffuse environmental awareness in the organization. This ecosystem training and development helps employees to provide an opportunity to engage employees in environmental problem-solving. Defines ecosystem training and development activities to make employees aware of the different aspects and values of environment management. The ecosystem training embraces different methods of conservation including waste management within an organization. The best management practices concluded that environmental training and education along with establishing a favorable environmental



National Conference on
Recent Advances in Commerce, Management and
Computer Science (NRCACMC-2020) sponsored by
Department of Commerce, VEL TECH RangaSanku Arts College,
Avadi, Chennai-62
Held on 4th January 2020

culture for the employees where they feel that they are the part of the organization. Further, the ecosystem's human resource practices enhance the skill of an employee to educate with the different environmental issues (Liebowitz, 2010).

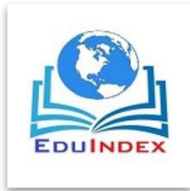
Through this study, we can conclude that we can train employees on best business practices with ecosystem initiatives. So this will enhance the organization and in person as well. Moreover, employees can educate their customers about the advantages of becoming earth-friendly and buying ecosystem products.

Ecosystem performance management

Performance management (PM) is the process through which personnel is induced to enhance their professional skills that help to acquire the organizational desires and objectives in a better way. The popularity of the corporate method culminates in the PM. With the EM affecting international business strategy, PM is also being influenced by the atmosphere wave in a probable effective manner. Ecosystem overall performance management is composed of problems associated with environmental concerns and regulations of the company. It also concentrates on the use of environmental responsibilities. When HR managers combine environmental performance into PM structures they safeguard environment control against any damage. Today some firms deal with the difficulty of PM by installing corporate-wide environmental overall performance standards, and Ecosystem statistics systems/audits to advantage useful facts on environmental overall performance .

Ecosystem Employee Relations

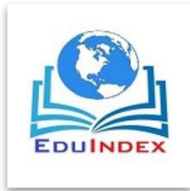
In human resource management, employee relations are one of the important aspects of establishing good-natured employer and employee relationship. Through this employee relations, the motivation and morale of individual employees will increase and it enhances empowerment activities.



The ecosystem human resource management also helps to recover and determine the troubles arising at a place of work that may influence the effort. Employee contribution to Ecosystem initiatives increases the probability of superior ecosystem management as it aligns employee's goals, motivations, and perceptions with ecosystem management practices and systems. Several workers in their learning concluded that person empowerment optimistically influences efficiency and presentation, and facilitates self-discipline, individual philosophy, and problem-solving skills. This gives grants to encourage employees and their families to get concerned in the confined ecological project. Other organization policies that maintain employee eco-initiatives and supervisors who support employee ecosystem actions have been seen in the unyielding practice in an organization. The ecosystem management helps behaviors from supervisors toward employees in employee engagement are seen to encourage employees to produce possible solutions to environmental problems. Other benefits of employee involvement are perfection in employee and organizational wellbeing and protection, as well as the growth of eco-friendly staff. We suggest that keeping the policies in place, long-term trust between the administration and workers will be built which will allow the employees to communicate their ideas at the workplace.

Future study of Ecosystem HRM

Ecosystem Human Resource Management is a policy that motivates the team of employees as an ecosystem and facilitates to understand the ecosystem culture in an organization. The ecosystem tasks may be carried out in all human resource practices which include recruiting, hiring, and training, compensating for developing and enhancing the firm's human capital. Human resource management has the proper to play a tremendous role within the organization. They could translate the ecosystem human facilitate policies into human capital and enhance employee engagement, incentive compensation, selection processes, and performance management systems for organizational achievement. Human resource management is new regions in rapid improvement and it will increase the likelihood to obtain and keep the organization strategy. This



National Conference on
Recent Advances in Commerce, Management and
Computer Science (NRCACMC-2020) sponsored by
Department of Commerce, VEL TECH RangaSanku Arts College,
Avadi, Chennai-62
Held on 4th January 2020

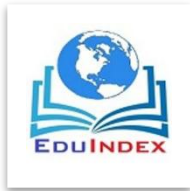
examine identifies the recruitment, training and employee motivation are critical human dimensions to expand employee engagement in ecosystem management principles. This paper explains the specific capability of human resource activities with the natural environment in the workplace and additionally gives opportunities for the future.

Conclusion,

The human resources are the essential assets of an organization that plays an important role in managing the employees. The Ecosystem human resource practices helps in improving efficiencies, cost reduction, employee retention, and productivity of an organization. Hence, the organization must implement the ecosystem human resource management practices for improving the organization efficiency and satisfying the stakeholders of the organization. It helps to improve the brand image and long term growth of the business enterprises.

Reference

1. Kibok Baika , Kyoung Yong Kimb , Pankaj C. Patelc (2019),The internal ecosystem of high performance work system and employee service-providing capability: A contingency approach for servitizing firms.Journal of business Research,vol.104, November 2019,pages402-410.
2. Agnieszka Radziwona, Marcel Bogersb (2018) Open innovation in SMEs: Exploring inter-organizational relationships in an ecosystem, Journal of Technological Forecasting & Social Change, Received 13 October 2016; Received in revised form 4 April 2018; Accepted 13 April 2018Technological Forecasting & Social Change xxx (xxxx) xxx–xxx 0040-1625/ © 2018 Elsevier Inc. All rights reserved. journal homepage: www.elsevier.com/locate/techfore
- 3.Ulaga,W.,&Kohli,A.K.(2018).Theroleofasolutionssalesperson:Reducinguncertainty and fostering adaptiveness. Industrial Marketing Management, 69, 161–168.
4. Kuijken, B., Gemser, G., & Wijnberg, N. M. (2017). Effective product-service systems: A value-based framework. Industrial Marketing Management, 60, 33–41.



5. Adner(2016) Ecosystem as Structure: An Actionable Construct for Strategy, Journal of Management Vol. XX No. X, Month XXXX 1–20 DOI: 10.1177/0149206316678451 © The Author(s) 2016 Reprints and permissions: sagepub.com/journalsPermissions.nav

6. Ron Adner(2016) Ecosystem as Structure: An Actionable Construct for Strategy, Journal of Management Vol. XX No. X, Month XXXX 1–20

7. Ron Adner., Rahul Kapoor., (2016), Innovation Ecosystems And The Pace Of Substitution: Re-Examining Technology S-Curves Strategic Management Journal Strat. Mgmt. J., 37: 625–648 (2016) Published online EarlyView 16 March 2015 in Wiley Online Library (wileyonlinelibrary.com)

8. Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. Academy of Management Journal, 55, 1264–1294.

9. Gebauer, H., & Friedli, T. (2005). Behavioral implications of the transition process from products to services. Journal of Business & Industrial Marketing, 20, 70 –78. 10. Armstrong, M. (2012), Armstrong's Handbook of Human Resource Practice, London: Kogan Page.

11. Liebowitz J.(2010) The role of HR in achieving a sustainability culture. Journal of sustainable development.

12. Holtom BC, Mitchell TR, Lee TW, Eberly MB.(2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. The Academy of Management Annals.