

Original Article (Qualitative)

Analyzing the dimensions and components of sustainable human resource management in the Azad Universities of Fars province

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Abstract

The purpose of the present study is an analysis of dimensions and components of sustainable human resources management in Fars province Azad universities. The research method is qualitative, and applicative in terms of its purpose. The statistical population includes 18 members of the faculty, staff and experts of the Islamic Azad University of Fars province, who were selected by purposive sampling and criteria-based technique. The data collection tool includes two parts; a semi-structured interview in the field part, and the review and exploration of upstream documents and higher education documents in the library part. To analyze the data; open, central and selective coding was used based on the theory of the foundation data, and the Atlas ti software was used to code the interviews. The results indicated that the dimensions and components of sustainable human resource management in the Azad universities of Fars province, a total of 151 concepts and 31 categories or core codes were identified and extracted. 31 categories identified in 6 groups which include causal conditions, governing context, intervening conditions, strategies, consequences, and central category or phenomenon.

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Extended abstract

Introduction

Scientific discussions along with the need of organizations to refocus and determine the role of human resource management in the sustainability of organizations have led to the development of a new approach to human resource management, which is known as sustainable human resource management (Anlesinya & Susomrith, 2020). Sustainable human resource management research is a topic that has become increasingly important in the last decade. Human resource management has meant the efficient and effective use of people to achieve short-term financial results. But currently, according to the concept of sustainability, it means using human resources tools to establish a sustainable strategy and create a human resources management system that helps the sustainable performance of the business (Montiel & Delgado-Ceballos, 2014). This new perspective of human resource management includes identifying broader goals for human resource management through recognizing the complexities of the dynamics of the work environment and clearly recognizing the need to prevent the negative effects of human resource management actions (Lopez-Cabrales & Valle-Cabrera, 2020).

Accordingly, the current research is looking for an answer to this question: What are the dimensions and components of sustainable human resource management in the Azad universities of Fars province?

Theoretical framework

Human resource management improves organizational performance and efficiency and then brings efficiency and profitability. Undoubtedly, famous and powerful organizations are aware of the effective role of human resources in increasing growth and development, and cautious and far-sighted managers consider the organization as a combination of employees with different thoughts and moods, knowledge, and different physical conditions; and organizations cannot find actual existence without them (Koshki Jahromi & Rezaei Mir Ghaed, 2018).

Sustainable human resource management refers to all activities related to the development, implementation, and continuous maintenance of a system that is carried out with the aim of creating employees of a sustainable organization. In fact, this concept is that aspect of human resource management that is interested in transforming regular employees into sustainable employees so that it can reach the organization's environmental goals and ultimately make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that encourage the organization's employees to sustain and protect the environment for the benefit of the individual, society, the natural environment, and the job. Based on the studies conducted in the past, the need for human resources management support for sustainable issues was reinforced by studies that discussed the positive effects of human resources for the efficiency of companies in a wider way (Norozi Fard & Zamani, 2016).

Parsazadeh, (2022) investigated the impact of human resource management strategies on sustainable competitive advantage through job satisfaction and the moderating role of servant leadership (case study: Islamic Azad University, Ahvaz branch). The results showed that human resource management strategies have an effect on sustainable competitive advantage. Also, job satisfaction mediates this relationship and servant leadership moderates the relationship between job satisfaction and sustainable competitive advantage.

Fazalali & Moazzami (2022) investigated the effect of organizational leadership style on human resource management while emphasizing the mediating role of competitive work environment. The results of the research show that organizational leadership style has no significant effect on human resource management and it has been rejected, but organizational

leadership style has an effect on competitive work environment; competitive work environment on human resource management; and organizational leadership style on human resource management with a mediating role of competitive work environment. They are meaningful and have been confirmed.

Research methodology

The present study was conducted qualitatively in terms of data collection, and was applicable in terms of purpose. The research method is a case study. The statistical population of the research includes 18 faculty members, staff and experts of the Islamic Azad University of Fars province. The purposeful sampling method was done with criteria-based technique. In the library section, 16 documents were studied, examined and researched. In this research, the data-based theory method was used in order to identify and analyze the dimensions and components of sustainable human resources management. The implementation of the Foundation's data theory method began with conducting interviews, collecting and coding data.

Research findings

In order to analyze the data; open, central and selective coding was used, and Atlas ti software was used to code the interviews; and the results showed that the identified and extracted dimensions and components of sustainable human resource management in the Azad universities of Fars province were a total of 151 concept and 31 core categories or codes. 31 identified categories were placed in 6 main categories that include causal conditions (sustainable job analysis and design - sustainable human resource planning - sustainable performance evaluation - safety and health management - sustainable reward and discipline management - social conditions and economic conditions); the dominant context conditions (manpower training - sustainable attitude - change and strategic management - technological infrastructure - effective laws and documents - supportive atmosphere in the organization - and competitive advantages), intervening conditions (management system - organizational atmosphere - individual culture in the organizational position - conflicts - demographic effects - supportive law), strategies (conceptualization of a sustainable university - sustainable management - sustainable education program - sustainability policy - sustainability monitoring - alignment with micro and macro missions of the university - sustainable research), and consequences (individual consequences - consequences organizational - social consequences).

Conclusion

The current research was conducted with the aim of analyzing the dimensions and components of sustainable human resource management in the Azad universities of Fars province. The results of this research are in agreement with the results of Baum et al, (2016), Baum (2018), Lin & Sanders (2017), Lin (2013), Elahi & Mahmudi Shenan (2019), Chams & García-Blandón (2019), Abdolalipor (2017), Macke & Genari (2019), Indiparambil (2019), and Sharifi (2016). Causal conditions of events are events and happenings that lead to the occurrence or expansion of the desired phenomenon, or events that precede the desired phenomenon in terms of time. It should be considered that sustainable human resource management is defined to meet the current needs of the organization and society without jeopardizing the ability of the future generation to meet these needs, and simultaneously pays attention to economic, environmental, and social needs; provided that series of specific conditions in which strategies and mutual actions are taken to manage, control and respond to the phenomenon should be considered as background conditions; and intervening conditions



are factors that facilitate the causal conditions, or interferes as a result of these conditions and prevents it. In other words, intervening conditions alone do not lead to behavior, but they can affect behavior due to causal conditions. Strategies or actions are purposeful actions that provide solutions for the desired phenomenon. Strategies are a set of actions that individuals, teams, and organizations take in response to causal conditions and context and considering intervening factors in order to realize the core category of sustainable human resource management in Fars province free universities; and the consequences, results, and outputs of strategies or actions and reactions. In other words, wherever a person or persons choose to perform or not perform a certain action/reaction in response to a matter or problem or in order to manage or maintain a situation, consequences arise.

According to the results of the research, the following suggestions are presented:

- Creating superior organizational capabilities to achieve high quality standards and integrity;
- Having a sustainable organizational culture in human resources activities;
- Cultivation at the community level to understand the importance of sustainable education;
- The need to pay attention to the management of green human resources in order to move towards competence;
- balance of economic, social and environmental performance;
- Forming special training groups to teach the basics of sustainability