

Chapter 17

Sustainable Human Resource Management and Development Through Innovative Approaches and Practices

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ABSTRACT

In the last decade, the role of human resource management (HRM) in organizational effectiveness has significantly evolved and reached a new level, becoming a key driver of development and sustainability in all its dimensions. This chapter presents key ideas and scenarios that illustrate innovative approaches and models defining the new role of HRM. The focus is placed on innovative practices aimed at sustainable human resource development, including well-being policies and well-being indicators as components of a strategic organizational approach. An additional emphasis is placed on the concept of sustainable HRM through the presentation of relevant practical examples.

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1. INTRODUCTION

“To be human is not about perfection. It is the effort to be good, even when the world is not.”

“A Man Called Ove” – Fredrik Backman

We are living in interesting times. The dynamics of the labor market and rapid technological changes are creating new challenges for human resource management, with a growing focus on a different category – “talent”. One of the main challenges is the shortage of qualified personnel in certain sectors. Many organizations struggle to find employees with the necessary skills, forcing them to invest more heavily in training and reskilling.

On the other hand, hybrid and remote work models are also setting new requirements (Gigauri, 2021). Talent management now extends far beyond physical presence in the office. It requires the use of digital tools for engaging, assessing, and developing employees, regardless of their location, thus shifting the entire paradigm of working with people.

Generational differences are another important factor. Younger employees (e.g., Generation Z) have different expectations from the workplace; they value flexibility, meaningful work, and opportunities for self-expression (Taibah & Ho, 2023). Organizations must adapt in order to attract, retain, and motivate this generation.

Additionally, mental health and well-being are gaining significance. Organizations that create an environment that supports personal growth and work–life balance tend to be more successful in the long term.

This brief palette of challenges forms a foundation upon which effective human resource management policies can be built, gradually shaping HR into a sustainable and talent-centered function within organizations.

This chapter discusses challenges in HR managements while searching sustainable solutions. It reviews previous studies in talent management and sustainable human resource management (HRM). The chapter explores tools, models, and indicators of sustainable HRM and provides examples from various organizations. Finally, it suggests innovative solutions, approaches, and practices in human capital management and development.

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