



TOWARD THE COMMON GOOD HRM

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Introduction



- ▶ The evolution of sustainable HRM research has developed in stages from socially responsible HRM, (e.g., Shen and Benson, 2016), green HRM (e.g., Renwick et al., 2016), to triple bottom line HRM (Elkington, 1997).
- ▶ These aim to take social, environmental, and economic perspectives into consideration to achieve long-term success for the organization (Ehnert, 2009).
- ▶ However, global grand challenges have pinpointed that a new way of thinking is needed (Aust et al., 2020), which is common good HRM

Common Good HRM

- ▶ The definition of common good concept:
 - ▶ ▲▲▲ “The overall conditions of life in society that allow the different groups and their members to achieve their own perfection more fully and more easily” (see Argandoña 1998, 1995)
 - ▶ Common good is all about supporting “business leaders and employees in contributing to ecological and social progress in the world” (Aust et al., 2019)
- ▶ Common good HRM “could be essential in driving progress toward addressing sustainable development goals (SDGs) in sustainable HRM” (Aust et al. 2020: 3).
- ▶ “Rather than using stakeholders and society as a mere means to business success, the common good aims to promote the good of society as a whole” (Hollensbe et al. 2014, 1229)

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Moral Legitimacy

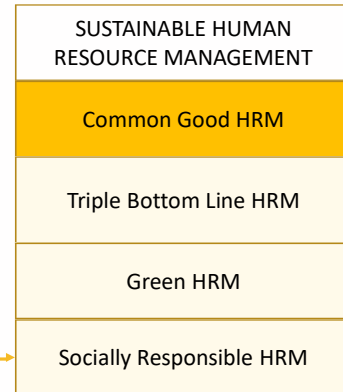
- ▶ ▲▲▲ Companies are seen not only as having to make a profit, but also as needing to take care of moral obligations in conducting business.
- ▶ Moral legitimacy helps to convince their stakeholders of the ethical acceptability of their business or particular HR practices that they are carrying out.
- ▶ Hence, moral legitimacy may give companies a social license to operate. (Melé and Armengou, 2016).

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Sustainable HRM reporting



- ▶ So far, sustainable HRM reporting has been linked to *socially responsible HRM*, and following mainly GRI guidelines
- ▶ Less is known how companies aim to contribute to solving grand challenges and address the common good in regards to HRM.



Research aims and questions



- ▶ The aim of this study is a) to integrate common good principles towards sustainable reporting in HRM, and more broadly b) to increase the understanding of sustainable HRM and Common Good HRM.
- ▶ *Our research question is threefold:*
 1. *how may companies improve towards a balanced perspective in sustainable HRM reporting guided by common good HRM principles,*
 2. *how does the current reporting of sustainability in HRM capture this, and*
 3. *where does it fall short, whereby improvements are required?*

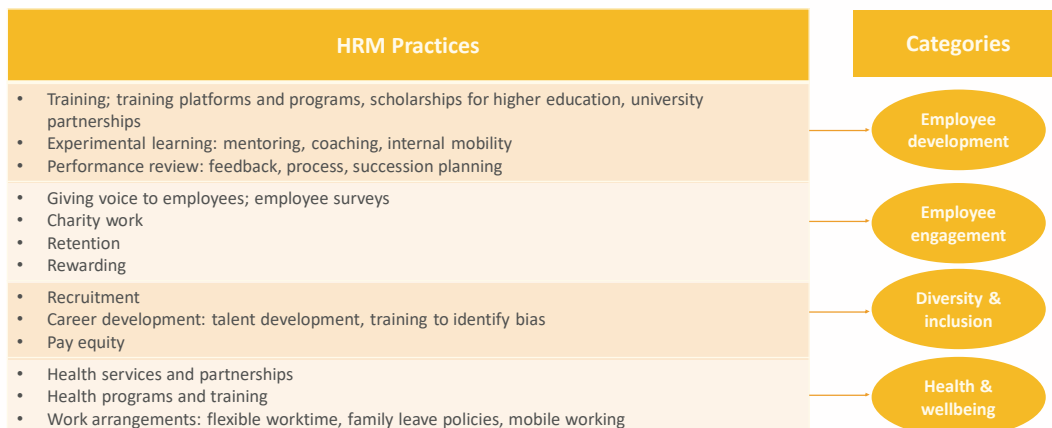
Data



- ▶ The data consists of the sustainability reports of the most sustainable organisations in the world.
 - ▶ [Global 100 index 2021](#) (N=40)
 - ▶ These companies are expected to have sustainable HRM practices, which might be seen as a role model to other companies due to variety of the [metrics](#) used in the ranking



Findings - Sustainable HRM practices



How sustainable HRM practices are being measured?

Category	Examples of measures
Employee development	Amount of training available, percentage of employees receiving training, hours and amount of completed training, hours of mentoring
Employee engagement	Participation percentage in employee surveys, employee engagement index, number of employees leaving the company
Diversity & inclusion	Percentage of minorities, percentage of multinational teams, percentage of women in leadership positions and talent programs, percentage of employees covered under pay equity framework
Health & wellbeing	Number of employees using health services, percentage of employees experiencing stress, percentage of employees who have access to health services

Discussion



- ▶ As a theoretical contribution our study addresses the importance of integrating the inside-out and outside-in perspective into Common Good HRM.
- ▶ Hence, we present an idea of a balanced understanding of the purpose of the CGHRM, and a need for a more humanistic orientation.
- ▶ The results illustrate that sustainability is a key feature of HRM in many good companies, but also that a sustainability orientation is insufficient alone to deliver sustainable Common Good HRM.

Discussion



- ▶ As a practical contribution, the Common Good HRM approach shows the importance of connecting several stakeholders, such as business leaders, society representatives, employees, and HR professionals. Their joint effort could develop a common good for all.
- ▶ As Aust et al. (2020) suggest, if economics, business and HRM work toward the common good, this could lead to more equal, fair, and sustainable societies.

An example of Common Good HRM



- ▶ *“We aim at employing people from our local society and doing business sustainably. We have recruited people with disabilities who would otherwise not cope with working life. We can find different tasks for them. ... Through corporate responsibility, we are able to support local people and offer job opportunities for the underprivileged.”*



THANK YOU!

