



Luisa Henrike Schäfer

Employees as Key Success Factors for Sustainability Strategies?

An Empirical Study on the Influence
of Human Resource Development

Lohmar – Köln 2016, 140 Seiten

ISBN 978-3-8441-0452-3

€ 43,- (D) ♦ € 44,20 (A) ♦ sFr 60,-

JOSEF EUL VERLAG GmbH
Fachbuchverlag für
Wirtschaft und Recht

Brandsberg 6
D-53797 Lohmar

Tel.: 0 22 05 / 90 10 6-6
Fax: 0 22 05 / 90 10 6-88

www.eul-verlag.de
info@eul-verlag.de

Fully integrating sustainability into a corporate strategy has progressively become the ubiquitous norm. However, designing a credible, effective sustainability strategy still appears to be a challenging task and lacking employee support frequently labels the strategies as insignificant public relations practices. As the awareness for sustainability issues prevails, the call for a substantial paradigm shift in corporate mindsets emerges: For any sustainability strategy to be successful, the affected employees need to be aligned and engaged behind it. Human Resource Development (HRD) as proper training enabler for such strategies offers important voice and expertise to realize the true satisfaction of sustainability ambitions.

At the present time of globalization and due to the critical need to consider environmental, social, and financial consequences of business operations, the sustainability movement cannot be considered a passing trend. Since HRD is expected to play a facilitative role in establishing corporate sustainability, this work proposes theoretical approaches linking HRD with sustainability and corporate responsibility. The empirical purpose of this study is to investigate the current engagement of HRD in the field, examining one fundamental question: Assuming that employees are key success factors for sustainability strategies, how can HRD professionals and departments ensure that sustainable behavior will be part of all members of a company?

Drawing from qualitative expert interviews with senior HRD managers of large companies that declare explicit commitment to sustainability within different industries, the evidence shows that their engagement still tends to be limited. This research concludes with an argument for greater involvement of HRD in corporate sustainability endeavors and offers suggestions for research and practice towards this end.

With a Preface by Kathrin Bischoff, M. Sc. BA, University of Wuppertal

***Luisa Henrike Schäfer** was born 1989 in Bonn, Germany. After concluding her A-levels, she studied International Business (B. Sc.) at the Cologne University of Applied Sciences and the Université Paris-Dauphine. Next to her studies, she was engaged in student-run organizations pursuing the goals of global exchange and cross-cultural dialogue. She also worked in the fields of HR, sales, and marketing. She recently graduated with distinction from the University of Wuppertal with a specialization on Human Resource Management (M. Sc.).*

Table of Contents

1. Introduction

- 1.1. Relevance of the Topic
- 1.2. Research Questions and Objectives
- 1.3. Structure

2. Human Resources Development towards Sustainability Aims

- 2.1. Structured Review Methodology
- 2.2. Foundation Concepts
- 2.3. Research Status of HRD for Sustainability Endeavors

3. Empirical Research Methodology

- 3.1. Qualitative Research Paradigm
- 3.2. Empirical Method

4. Research Results

- 4.1. Overall Observations
- 4.2. Inductive Category Presentation
- 4.3. Summary of Empirical Findings

5. Critical Review and Guidance

- 5.1. Advice for Theoretical Approach
- 5.2. Guidance for Practical Action

6. Discussion

- 6.1. Theoretical and Practical Research Contributions
- 6.2. Theoretical and Practical Research Implications
- 6.3. Limitations and Suggestions for Further Research

7. Conclusion and Outlook

- 7.1. Interface of HRD and Sustainability
- 7.2. Strategic Perspective and Future Outlook



Bestellungen bitte an:

JOSEF EUL VERLAG GmbH, Brandsberg 6, 53797 Lohmar, Fax: 0 22 05 / 90 10 6-88

Hiermit bestelle ich _____ Exemplar(e) des Titels „**Employees as Key Success Factors for Sustainability Strategies?**“ von **Luisa H. Schäfer**, ISBN 978-3-8441-0452-3 zum Preis von € 43,- (D). Die Lieferung erfolgt innerhalb Deutschlands versandkostenfrei gegen Rechnung.

Name: _____

Firma: _____

Straße: _____

PLZ/Ort: _____

Telefon: _____

Datum

Unterschrift