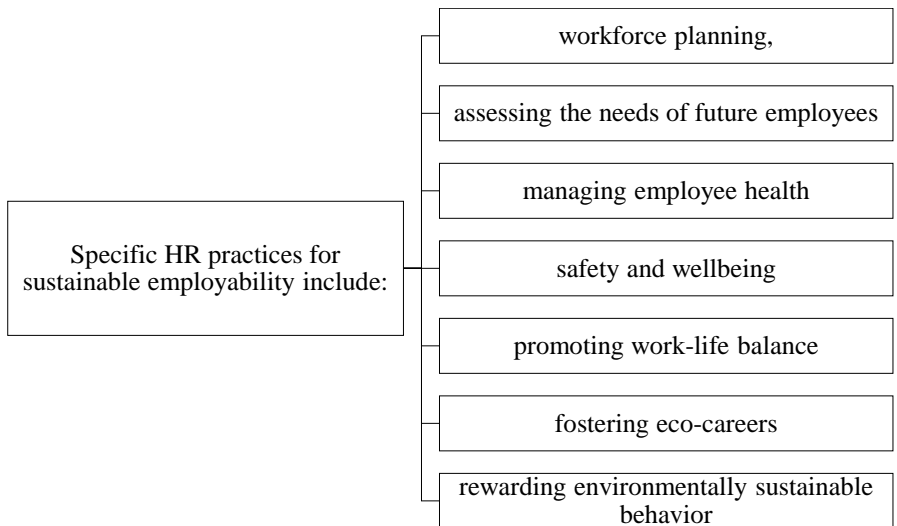


## SPECIFIC HR PRACTICES FOR SUSTAINABLE EMPLOYABILITY

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Sustainable employability is the ability of workers to remain productive and employable throughout their working lives. As the workforce ages, companies need to maintain or increase the sustainable employability of their workforce. The HR practice of sustainable employability focuses on the long-term goal of contributing to sustainable careers for employees to thrive within and outside the company.

Most companies implement a range of HR practices to improve employee health, motivation, skills and knowledge. The effectiveness of these practices depends on the number of HR practices implemented, their use by employees, and their involvement in the design. Implementation of HR practices is also associated with higher satisfaction with current employee employability and increased organizational productivity (Ybema et al., 2017).



**Figure 1.** Specific HR practices for sustainable employability

**Source:** compiled by the authors on Ybema et al. (2017)

Organizations are encouraged to develop evidence-based HR practices that support the sustainable employability of their workforce. Implementation of HR practices is also associated with higher satisfaction with current employee employability and increased organizational productivity. HR practices for sustainable employability focus on the long-term goal of contributing to sustainable careers for employees. These practices can include power saving, using power-saving appliances or alternative energy sources, saving paper, applying the 3R's rule, checking for leaking water sources, promoting teleconferencing, and mandating employees to meet a specific green score (Ybema et al., 2017). HR can help create a sustainable company culture by being a proactive culture consultant, defining and communicating, including employees in the process, incorporating sustainability into the brand, enabling strategic alignment, following the company strategy, focusing on how the culture feels, and identifying areas of focus.

In addition, managing employee health is an important aspect of human resource management. Companies can reduce worker burnout and turnover by redesigning work in ways that promote employee well-being and health. There are several strategies that companies can adopt to improve their employees' health and well-being. For instance, giving workers more control over how they do their work can improve their mental health and reduce the risk of heart disease (Kelly et al., 2021). Allowing employees more flexibility about when and where they work is another approach.

There are several benefits to managing employee health. Healthy employees can reduce company tangible and intangible costs in several ways. For instance, healthier employees are more focused and aware, which can reduce accidents. Better fitness can decrease stress and boost immunity in most employees, lessening the chances of stress and communicable illnesses at the workplace. Healthier employees also get sick less often, which can save companies money lost to sick pay and lessened productivity.

Additionally, strategically altering working conditions to promote employee well-being can improve employee health and lead to positive business outcomes, such as improved job performance (including higher productivity) and reduced risk of employee burnout (Kelly et al., 2021). Promoting employee well-being benefits both individuals and companies. Promoting well-being can help prevent stress and create a positive work environment where individuals and organizations can thrive. Health and wellbeing can be a key driver of employee engagement and organizational performance.

Green HR practices are HR policies that help protect and preserve natural resources. Ways to implement green HR practices include optimizing room temperature to save electricity, using latest low-power appliances or alternative energy sources, saving paper by using note-taking devices, applying the 3Rs rule (Recycle, Reuse, Reduce) and checking every leaking water source to save water,

encourage conference calls and require employees to meet certain environmental values (Anthonypillai et al., 2015).

There are many companies that have successfully implemented green HR practices. Green HR practices help employers and manufacturers build their brand image and make an impact in society (Atreya, 2020). In addition, it raises awareness among employees and members of society about the use of natural resources and promotes more economical and environmentally friendly products. There are several benefits to implementing Green HR practices. These practices can help companies save costs by reducing energy consumption and waste. They can also help companies build a positive brand image and create influence in society by demonstrating their commitment to sustainability. Green HR practices can also make employees and society members more aware of natural resource usage and encourage the use of more economical and eco-friendly products.

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## ANTI-CRISIS MANAGEMENT TO ENSURE SUSTAINABLE DEVELOPMENT OF THE ENTERPRISE

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Today the problem of anti-crisis business management is important and relevant. A crisis can arise in any enterprise, and for many owners, it can be an