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REZUMAT TEZĂ DE DOCTORAT

Impactul practicilor organizaționale sustenabile asupra performanței

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CUPRINS

1. Introducere

În ultimele decenii, perspectiva asupra managementului afacerilor s-a schimbat ca urmare a instabilității economiei globale, a climatului social și a perturbării mediului ecologic. Această realitate a impus adoptarea de către companii a unei strategii orientate către sustenabilitate (Jiang et al., 2024), care să includă nu doar preocupările financiare, ci și pe cele sociale și de mediu. Presiunea acestei schimbări de perspectivă a început odată cu adoptarea Obiectivelor de Dezvoltare Durabilă (ODD) ale Organizației Națiunilor Unite și a fost intensificată de evenimente neprevăzute, precum conflictul Ucraina-Rusia și pandemia globală de COVID-19 (Kim et al., 2022; Cumming, 2022). În consecință, tranziția către un model de afaceri sustenabil este considerată o problemă socială majoră a epocii noastre (Ren et al., 2023; Lu et al., 2023), care presupune o reproiectare a politicilor și procedurilor de resurse umane ale organizațiilor, în conformitate cu principiile sustenabilității.

Ca răspuns la această provocare, a apărut conceptul de **management durabil al resurselor umane (MRU durabil)**, care subliniază importanța utilizării capitalului uman ca instrument pentru atingerea obiectivelor organizaționale de sustenabilitate (Ehnert et al., 2016). Dintr-o perspectivă conceptuală, acesta se referă la un set de practici de resurse umane care permit obținerea unor rezultate favorabile în plan economic, social și de mediu, acordând în același timp atenție nevoilor tuturor părților interesate (Ehnert I., 2009).

Această cercetare este relevantă din trei motive principale. În primul rând, contribuie la studiile actuale privind provocările cu care se confruntă mediul de afaceri prin explorarea temei sustenabilității. În al doilea rând, analizează rolul MRU durabil în conturarea planurilor strategice organizaționale. În al treilea rând, studiul își propune să abordeze lacunele identificate în literatura de specialitate în ceea ce privește legătura dintre MRU durabil și performanța financiară a organizațiilor.

2. Obiectivele cercetării

Obiectivul principal al acestei cercetări este de a analiza empiric efectul practicilor durabile de resurse umane asupra performanței. În mod specific, studiul își propune să identifice mecanismele prin care practicile durabile de RU influențează performanța la nivel individual și la nivel organizațional.

Obiective specifice:

1. Să ofere o analiză cuprinzătoare a practicilor durabile de resurse umane, prin utilizarea unui cadru de rețea nomologică care să includă antecedenții, consecințele, moderatorii și mediatorii acestui fenomen.
2. Să investigheze rolul practicilor de RU verzi asupra performanței financiare la nivel organizațional.

   2.1 Să examineze efectul mediator al angajamentului față de muncă în relația dintre percepția angajaților asupra practicilor verzi de RU și performanța financiară.

   2.2 Să analizeze rolul percepției angajaților privind practicile verzi de RU și practicile de responsabilitate socială corporativă (RSC) asupra creșterii performanței financiare.
3. Să investigheze rolul practicilor durabile de RU asupra performanței la nivel organizațional.
4. Să investigheze rolul practicilor durabile de RU asupra performanței la nivel individual.

Întrebări de cercetare:

Pentru a atinge obiectivele menționate anterior, au fost formulate următoarele întrebări de cercetare:

1. Care sunt principalele componente care formează rețeaua nomologică a practicilor durabile de RU?
2. Care este relația dintre percepția angajaților asupra practicilor verzi de RU și performanța financiară?
3. Care este relația dintre practicile verzi de RU, practicile de responsabilitate socială corporativă și creșterea performanței financiare?

3. Cercetare empirică

Fiecare obiectiv a fost abordat printr-un studiu distinct. Parcursul meu doctoral a început cu o analiză cuprinzătoare a literaturii existente privind conceptul de capital intelectual verde. Obiectivele principale ale acestui studiu au fost de a oferi o imagine de ansamblu asupra acestui concept, prin analiza evoluției sale istorice și a principalelor direcții de cercetare (Capitolul 2), precum și de a furniza o analiză detaliată a conexiunilor sale conceptuale (Capitolul 3). Pentru a atinge aceste obiective, am analizat articolele legate de capitalul intelectual verde și am utilizat instrumentul VOSviewer pentru a evidenția relațiile sale conceptuale.

Un alt obiectiv al studiului a fost acela de a realiza o analiză cuprinzătoare a managementului durabil al resurselor umane, utilizând un cadru de rețea nomologică care include antecedenții, consecințele, moderatorii și mediatorii acestui fenomen (Capitolul 4). Pentru atingerea acestor obiective a fost realizată o analiză sistematică a literaturii, analizând 62 de articole publicate în reviste indexate în ABDC Journal Quality List (ediția 2022).

Apoi, ne-am propus să explorăm relația dintre managementul verde al resurselor umane (MRU verde) și două dimensiuni importante ale succesului în afaceri: performanța economică și creșterea performanței. Prin abordarea acestor două efecte distincte ale MRU verde, oferim o înțelegere clară a potențialului practicilor de MRU verde de a influența performanța organizațională, atât pe termen scurt, cât și pe termen lung. Pentru a analiza empiric această relație, am realizat două studii. Primul studiu (detaliat în secțiunea 5.3) analizează legătura dintre MRU verde și performanța economică, precum și rolul angajamentului față de muncă drept variabilă mediatoare în această relație. Pentru acest studiu, am utilizat Partial Least Squares - Structural Equation Modeling (PLS-SEM) pentru a testa ipotezele cercetării. Al doilea studiu analizează modul în care MRU verde și responsabilitatea socială corporativă influențează creșterea performanței economice. Pentru acest studiu, am utilizat modelul de regresie OLS (Ordinary Least Squares).

Cercetarea noastră a continuat cu o analiză empirică ce oferă, spre deosebire de studiile empirice anterioare din această teză, o perspectivă mai amplă. Astfel, capitolul 6 evidențiază două distincții importante. Prima distincție se referă la complexitatea variabilei independente. În timp ce capitolul anterior s-a concentrat pe aspectul „verde” al MRU, capitolul 6 extinde perspectiva studiului prin integrarea dimensiunii social responsabile a MRU, în contextul performanței durabile a resurselor umane. A doua distincție vizează nivelul de analiză. Capitolul își propune să demonstreze empiric legătura dintre practicile durabile de MRU și performanța atât la nivel individual cât și la nivel organizațional. Pentru testarea ipotezelor propuse, au fost utilizate atât metoda de regresie OLS, cât și metoda PLS-SEM (Partial Least Squares - Structural Equation Modeling).

4. Concluzii și contribuții

Contribuții teoretice

Principala contribuție teoretică a acestei teze de doctorat constă în aprofundarea înțelegerii relației dintre practicile durabile de MRU și performanță. **Principala concluzie a acestei lucrări este că practicile durabile de MRU pot determina, pe termen scurt, o scădere a performanței, însă pe termen lung aduc beneficii semnificative.** Această concluzie a fost susținută prin mai multe contribuții teoretice realizate pe parcursul cercetării.

În primul rând, conceptul de capital intelectual verde a fost, în special în ultimii ani, un subiect frecvent abordat de cercetători. Unul dintre cele mai citate articole despre capitalul intelectual verde a fost publicat recent (2019), ceea ce evidențiază recunoașterea tot mai mare a importanței sale de către cercetători în abordarea problemelor actuale. Prin urmare, aceste constatări contribuie la literatura existentă evidențiind interesului crescut pentru capitalul intelectual verde, poziționându-l ca un subiect esențial în fața provocărilor contemporane.

După o analiză aprofundată a conținutului articolelor selectate, am identificat patru tipare principale, bazate pe termenii care co-apar frecvent în literatura privind capitalul intelectual verde: (1) performanța verde și performanța firmei; (2) comportamentele și capacitățile verzi ale angajaților (MRU verde) și performanța organizațională; (3) probleme de mediu; (4) managementul mediului și China. Prin urmare, aceste rezultate contribuie la cadrul conceptual al capitalului intelectual verde prin identificarea conceptelor cheie asociate și arătând cum sunt acestea interconectate.

În al doilea rând, aceste descoperiri oferă raționamentul pentru a extinde focusul cercetării noastre către practicile de RU orientate spre sustenabilitate. Considerăm această tranziție ca o evoluție logică în progresul cercetării noastre, deoarece am constatat anterior că există oportunități de cercetare la intersecția dintre capitalul intelectual verde și managementul resurselor umane. Astfel, propunem că alinierea strategiilor de resurse umane cu obiectivele de sustenabilitate permite organizațiilor să transforme eficient activele intelectuale verzi în rezultate concrete, obținând un avantaj competitiv și succes pe termen lung. Rezultatele contribuie la literatura de MRU durabil prin oferirea unui cadru nomologic cuprinzător, care integrează antecedente, consecințe, variabile de mediere și moderare. Noi ne-am concentrat pe identificarea antecedentelor, analizând factorii care determină și facilitează adoptarea practicilor durabile de MRU. Am constatat că, categoriile emergente din analiza noastră, incluzând factori la nivel macro (de exemplu, contextul național,

industrii) și la nivel organizațional (de exemplu, configurația organizațională, politica RU, suportul leadershipului și valorile prosociale), ne ajută să înțelegem mai bine factorii care pot facilita adoptarea practicilor de MRU durabil. Ulterior, am examinat rezultatele acestui construct, analizând beneficiile ce pot apărea la mai multe niveluri ca urmare a implementării practicilor de MRU durabil. Astfel, am conturat o imagine clară a impactului practicilor de MRU durabil la nivel macro, organizațional și individual. De asemenea, analiza noastră a oferit perspective asupra variabilelor de mediere și moderare testate în cercetarea conceptului de MRU durabil.

Prin intermediul analizei nomologice, am identificat lacune și inconsecvențe specifice în structura managementului durabil al RU. De exemplu, comparativ cu rezultatele identificate la nivel individual și organizațional, am constatat un interes limitat al cercetătorilor pentru efectele la nivel macro. De asemenea, există potențial pentru explorarea relațiilor de mediere și moderare între MRU durabil și efectele generate de acesta. Pe de altă parte, au fost găsite rezultate contradictorii privind legătura dintre practicile durabile de MRU și performanța financiară, ceea ce indică necesitatea unor clarificări în acest domeniu.

În al treilea rând, am continuat cercetarea abordând una dintre lacunele identificate anterior, respectiv clarificarea legăturii dintre practicile durabile de MRU și performanța financiară. Rezultatele primului studiu au arătat că MRU verde are un impact negativ, atât direct asupra performanței economice (măsurată prin profit, venituri, ROA și ROE), precum și indirect, prin atașamentul față de muncă. Contrar așteptărilor, adoptarea practicilor MRU verde poate fi costisitoare și poate avea un impact negativ pe termen scurt asupra profitabilității companiilor. Această cercetare contribuie la literatură prin examinarea implicării angajaților ca mecanism explicativ pentru legătura dintre MRU verde și performanța economică. Dincolo de efectul negativ direct al MRU verde asupra performanței economice, această cercetare aduce dovezi empirice care arată că implicarea emoțională și psihologică a angajaților în activitatea profesională poate reprezenta un mecanism explicativ al acestui declin al performanței economice. Al doilea studiu a investigat efectul MRU verde și al responsabilității sociale corporative asupra creșterii financiare a firmei (măsurată prin profit, venituri, creșterea ROA și ROE). Rezultatele susțin parțial ipoteza de cercetare. Mai precis, studiul oferă dovezi privind influența pozitivă a practicilor de MRU verde asupra indicatorilor de creștere financiară ai firmei. Totuși, contrar ipotezei propuse, rezultatele au

arătat că responsabilitatea socială corporativă afectează negativ trei dintre indicatorii de creștere financiară ai firmei, fiind corelat pozitiv doar cu creșterea veniturilor.

Prin urmare, rezultatele obținute din această dublă perspectivă de cercetare aduc o contribuție valoroasă literaturii de specialitate, evidențiind efectele variate ale MRU verde asupra performanței organizaționale. Abordând atât rezultatele financiare imediate, cât și creșterea financiară, rezultatele oferă o înțelegere mai profundă a modului în care practicile de MRU verde influențează succesul organizațional.

În al patrulea rând, cercetarea noastră a continuat cu o analiză empirică ce oferă o perspectivă extinsă, distinctă de studiile anterioare prezentate în această teză. Rezultatele primului studiu (secțiunea 6.1) indică faptul că practicile de selecție orientate spre sustenabilitate afectează pozitiv creșterea financiară. Totuși, organizațiile care implementează programe de formare axate pe sustenabilitate și acordă recompense legate de inițiative durabile tind să înregistreze o reducere a ritmului de creștere financiară. Acest efect negativ a fost anticipat și a fost evidențiat și în cercetări anterioare (Manresa et al., 2019), deoarece atât trainingul, cât și practica de recompensare implică costuri suplimentare care pot afecta negativ creșterea performanței financiare. Al doilea studiu a arătat că implementarea practicilor durabile de MRU conduce la o creștere a conștientizării impactului prosocial, ceea ce stimulează motivația prosocială și, în final, duce la îmbunătățirea performanței individuale.

Astfel, rezultatele obținute din aceste două studii aduc o contribuție importantă literaturii, oferind o perspectivă amplă asupra modului în care practicile de MRU durabil pot influența pozitiv performanța la diferite niveluri. Aceste studii contribuie, de asemenea, la literatura de MRU durabil prin explorarea impactului atât asupra performanței individuale, cât și organizaționale, din perspectivele abordării bazate pe resurse (resource-based view) și a teoriei autodeterminării (self-determination theory).

Pe scurt, având în vedere cele două ipoteze principale propuse în această teză de doctorat, putem concluziona că:

- *Din punct de vedere al performanței la nivel organizațional, practicile durabile de MRU pot avea inițial un impact negativ asupra indicatorilor financiari, deoarece implică costuri*

suplimentare, cum ar fi trainingurile orientate spre sustenabilitate sau recompensarea "verde". Totuși, pe termen lung, aceste practici aduc beneficii organizației.

- *Din punct de vedere al performanței la nivel individual, practicile durabile de MRU au un efect direct și pozitiv asupra performanței angajaților, precum și un efect indirect prin impactul prosocial și motivația prosocială.*

Contribuții practice

Principala contribuție practică a acestei lucrări constă în furnizarea de ghiduri pentru organizațiile care urmăresc să integreze sustenabilitatea în practicile clasice de management al resurselor umane (MRU). Analiza literaturii de specialitate împreună cu analiza empirică, evidențiază importanța adoptării practicilor organizaționale sustenabile ca strategii pentru a face față provocărilor contemporane.

În vederea atingerii acestei concluzii, am evidențiat o serie de implicații practice. În primul rând, acest studiu oferă perspective valoroase pentru organizațiile care urmăresc să includă sustenabilitatea în strategiile lor de afaceri, prin recunoașterea importanței practicilor organizaționale sustenabile, precum activele intangibile verzi și practicile durabile de MRU. În al doilea rând, concluziile noastre oferă informații utile pentru practicieni și pentru factorii de decizie în ceea ce privește integrarea practicilor de MRU ecologice în strategiile lor, bazate pe efectele observate asupra performanței financiare și a creșterii acesteia. În al treilea rând, rezultatele inconsistene și fragmentate din literatura actuală privind relația dintre MRU durabil și performanța financiară au creat incertitudine în rândul practicienilor cu privire la adoptarea acestor practici. Prin urmare, concluziile noastre oferă dovezi empirice care clarifică această relație, sprijinind practicienii în luarea unor decizii mai bine fundamentate.

Mai exact, practicienii ar trebui să se aștepte ca, pe termen scurt, practicile sustenabile de MRU să aibă un impact negativ asupra indicatorilor financiari, însă, pe termen lung, acestea aduc beneficii la nivel organizațional. De asemenea, organizațiile care implementează practici durabile de MRU pot îmbunătăți direct performanța angajaților (performanța în sarcină, comportamentele de cetățenie organizațională orientate spre individ și cele orientate spre organizație), dar și indirect, prin impactul și motivația prosocială.

5. Limite și direcții de cercetare viitoare

Această cercetare prezintă mai multe limitări care trebuie abordate. În primul rând, modelele noastre iau în considerare un număr limitat de **variabile mediatoare** pentru a explica legătura dintre practicile durabile de MRU și performanță. Pe lângă variabilele pe care le-am testat deja (implicarea în muncă, impactul prosocial și motivația prosocială), considerăm că există și alți factori care pot influența semnificativ rezultatele de tip multi-level ale MRU durabil. De exemplu, mai multe studii au susținut că reputația firmei ar putea fi un element care să explice această relație. În special în perioadele de concurență intensă, reputația este văzută ca un factor crucial pentru succes, ajutând la atragerea și menținerea angajaților (Plewa et al., 2016). MRU responsabil social include practici menite să implice organizația în comportamente de responsabilitate socială corporativă (Giuliano et al., 2024; Shen & Benson, 2016), influențând percepția angajaților asupra organizației. Prin urmare, considerăm că s-ar putea obține perspective valoroase dacă s-ar testa și alte variabile de mediere, precum reputația firmei, avantajul competitiv, resursele organizației sau caracteristicile organizaționale (Molina-Azorín et al., 2009).

În plus, cadrul nostru conceptual nu include **variabile moderatoare**, deși analiza sistematică a literaturii realizată în Capitolul 4 a evidențiat că cercetările asupra variabilelor moderatoare sunt limitate. De exemplu, considerăm că elementele teoriei autodeterminării (autonomie, competență și relaționare) ar putea acționa ca moderatori, întrucât pot amplifica sau diminua efectele MRU durabil asupra impactului prosocial, care ulterior stimulează motivația și conduce la o performanță individuală mai ridicată. Prin urmare, pentru un cadru mai amplu, recomandăm ca cercetările viitoare să ia în considerare mai mulți moderatori între MRU sustenabil și rezultatele de nivel multiplu. Totodată, considerăm că cercetările viitoare ar trebui să răspundă următoarelor întrebări: Care sunt relațiile cauzale dintre practicile sustenabile de management și performanța financiară și cum influențează această relație variabilele de mediere (de exemplu, avantajul competitiv, resursele organizației, caracteristicile organizației) și variabilele de control? Cum influențează schimbările de mediu performanța financiară și invers? (Molina-Azorín et al., 2009).

O altă limitare se referă la procesul de colectare a datelor și la metodele utilizate în acest studiu. În primul rând, luăm în considerare **bias-ul de răspuns**, întrucât respondenții pot oferi răspunsuri inexacte, fie intenționat, fie involuntar. În plus, pentru performanța financiară am utilizat date autoreportate, preluate de pe „listefirme.ro”, astfel că acuratețea acestor date depinde de onestitatea

companiilor. Mai mult, toate studiile incluse în această teză au folosit date transversale (cross-section), ceea ce înseamnă că nu surprind evoluții în timp. În acest context, sugerăm ca cercetările viitoare să utilizeze surse de date mai fiabile. De asemenea, ar trebui realizate studii longitudinale sau metode mixte, deoarece impactul practicilor sustenabile poate fi observat mai eficient pe termen lung.

Toate studiile au fost realizate în **contextul românesc**, iar toate datele au fost colectate de la companii care activează în România. În revizuirea literaturii din Capitolul 4, am identificat mai mulți factori contextuali (precum cultura sau naționalitatea liderilor) care pot influența eficiența implementării practicilor sustenabile. Prin urmare, având în vedere că diferențele culturale pot influența răspunsurile la întrebări, recomandăm realizarea unor studii similare în diverse contexte culturale pentru a permite generalizarea rezultatelor.

O altă limitare se referă la **cadrele teoretice** utilizate pentru a explica legătura dintre practicile sustenabile și performanță. În studiile noastre, am folosit teoria schimbului social, teoria resurselor (resource-based view) și teoria autodeterminării. Cu toate acestea, cercetările viitoare ar trebui să continue să utilizeze aceste teorii pentru a explica efectele practicilor de MRU sustenabil asupra performanței organizaționale. De exemplu, sunt necesare cercetări suplimentare pentru a răspunde următoarelor întrebări: Cum funcționează principiile schimbului social în contextul sustenabilității de mediu? (Paillé et al., 2014); Cum influențează perspectiva bazată pe resurse dezvoltarea capabilităților de mediu? Conduc acestea la obținerea unui avantaj competitiv? (Molina-Azorín et al., 2009)

Acest studiu contribuie la literatura de specialitate prin utilizarea unei rețele nomologice a MRU sustenabil. Totuși, fiind un concept relativ nou, multe întrebări rămân încă fără răspuns. De exemplu, cercetările viitoare ar trebui să încerce să răspundă următoarelor întrebări: Care sunt pilonii principali ai MRU sustenabil în diferite contexte culturale? Care sunt paradoxurile sau barierele în implementarea acestuia în diferite contexte culturale? Există diferențe între barierele la nivel organizațional și cele la nivelul angajaților în implementarea MRU sustenabil? (Ahmad et al., 2025)

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