

**Sustainable Strategic Alignment between People Management Models and Triple Bottom Line of Organizational Sustainability in Paper Industries**

**TEREZINHA BERNADETE PINTO OLIARI**

UNIVERSIDADE ESTADUAL DO CENTRO OESTE - UNICENTRO

**SANDRA MARA DE ANDRADE**

UNIVERSIDADE ESTADUAL DO CENTRO OESTE - UNICENTRO

**SILVIO ROBERTO STEFANO**

UNIVERSIDADE ESTADUAL DO CENTRO OESTE - UNICENTRO

**ZORAIDE DA FONSECA COSTA**

**LUCIANE JOSE DA LUZ ZAIAS**

UNIVERSIDADE ESTADUAL DO CENTRO OESTE - UNICENTRO

# **Sustainable Strategic Alignment between People Management Models and Triple Bottom Line of Organizational Sustainability in Paper Industries**

## **ABSTRACT**

This qualitative research aimed to understand the sustainable strategic alignment between the people management models and the Triple Bottom Line - TBL of Organizational Sustainability, through multiple case analysis in pulp and paper industries, this companies are located in southern of Brazil. Amazonas Cia de Papel e Celulose, "a company with a fictional name for the preservation of the company's identity", and Santa Maria Paper and Pulp CIA. Data collection was performed through in-depth interviews with managers and employees of the companies, as well as systematic observation, field diary and document analysis. For the treatment and analysis of the results, strategies such as content analysis and data crossing were used. The main results found regarding the sustainable strategic alignment between the themes are due to the influence of the Strategic and Sustainable management model for people management and the implementation of organizational sustainability in its three pillars: economic, social and environmental. Contributions are relevant to the understanding of sustainable strategic alignment and the people management model adopted by the investigated industries.

**Key words:** Strategic Alignment. Management of People Strategy. Triple Bottom Line

## **1. INTRODUCTION**

People management and organizational sustainability models are important and very challenging themes, especially when considered as studies of sustainable strategic alignment. According to Gonçalves, Stefano and Baccaro (2017), this is an emerging theme in the literature since the 1980s, however, in recent years the emphasis has been greater on studies on the behavior of individuals in organizations.

Moreover, Macke and Genari (2019) argue that it is a fact that some organizations do not relate human capital as a primary factor, but as relevant factors of profitability; There is still the mistaken "look" that people management is merely a department that hires, pays, and fires people, often ignoring its real importance: managing people's behavior for the success of people. organization.

Therefore, people management models have much to contribute to profitability and organizational success. Galleli and Hourneaux (2019) contribute to the theme by arguing that organizations that use people management to communicate and disseminate sustainability implementations can be more profitable with sustainable development, such as identifying sustainable competence in their managers and employees specifically. in the people management sector.

This article aims to achieve the general objective of understanding how the sustainable strategic alignment between people management models and the Triple Bottom Line - TBL of Organizational Sustainability occurs; Therefore, an appropriate methodology was needed to obtain the desired results, in this case an essentially qualitative research, with multiple in-depth case studies; Data were collected through interviews and unsystematic observation with content analysis.

The research took place in two companies of the pulp and paper industry recognized in the national market; this companies are located in southern of Brazil. Amazonas Cia de Papel e Celulose, "a company with a fictional name for the preservation of the company's identity",

and Santa Maria Paper and Pulp CIA, and corporate strategic and tactical employees. The research option was given by the companies studied because they were established for over 60 years in southern of Brazil, with national and international recognition for their contribution to the sustainability issue and for having accepted to be part of the research corpus.

Thus, the choice of field of study was by the branch of the pulp and paper industry in Brazil, which has been addressing with greater emphasis the term sustainability for the transformation of the sector and the advancement of technological innovation, in addition to the revolution in management models.

Mention may be made of the inclusion of Brazilian industries in the World Wildlife Fund's (WWF) International Environmental Paper Company Index (EPCI), "among the key industries, strategically important in terms of sustainability around the globe "; The index indicates the environmental performance of companies since 2009, following and publicly disclosing every two years (Oliari, Zaias & Merigo, 2018, p. 2).

Therefore, aiming to answer the initial question through interpretative theoretical lenses, the theoretical framework will be presented in the next item.

## **2 THEORETICAL REFERENCE**

### **2.1 Sustainable Strategic Alignment**

Strategic alignment is grounded in contingency theory having continuity with systemic theory; These precious contributions have generated significant new perspectives in the field of strategic management.

Reiterating, Jacopin and Fontrodona (2009) present the external and internal alignment, the formulation of strategies with the environment and the market performance with the external or vertical alignment, considered as convergence between the organizational objectives and the challenges that the competition environment. as well as the socio-cultural adequacy of the environment in which it is inserted.

In turn, internal or horizontal alignment is the alignment of people management strategies with the defined model for organizational performance, including policies, practices and processes in a very well-articulated manner (Mascarenhas, 2013). It also has important aspects in the relationship between the different functions and departments of the organization, such as people management, marketing, production, administrative, financial, among others, seeking to increase interdepartmental reliability at the same organizational level (Fischer & Albuquerque 2010).

Following these perspectives, Stefano and Alberton (2018) propose sustainable strategic alignment, which aligns the organization's strategies in both macro and micro business terms. From this perspective, the authors point out that organizations must present components that implement actions aimed at sustainability; These actions often come from the people management model followed by organizations. Thus, people management models make an important connection with sustainability, which will be presented in the following excerpt.

#### **2.1 People management model**

The various models of people management, which over time have transformed the management of individuals' behavior in organizations, highlight much of management theory; According to Uddin and Hossain (2015), people management has gone through the traditional, scientific and modern approach, which has revolutionized the leading of people

towards organizational progress, with business management methodologies and tools still used in many companies through actions. of the people who make up the organizations.

People management models can be considered as major drivers of organizational performance through people management policies and practices. However, people management models followed by an organization with satisfactory performance are not always effective for another company in the continuous pursuit of organizational performance (Fischer & Albuquerque, 2010).

Thus, Wood JR, Tonelli and Cooke (2012) highlight that people management models can be defined with pre-existing models and can be modified according to the needs of each organization. It is necessary to understand that the most recent models are the strategic management, knowledge management and the most recent, sustainable people management models; however, people management models come and go, rising at one point and falling at another: “rise and fall of specific models in the generic dynamics of innovation, or modal style” (Bodrožić & Adler, 2018, p. 3).

For this, Badawy (1988), Araújo (2006), France (2015), Orlickas (2012), Trompenaars and Coebergh (2014), Milk and Albuquerque (2009), Marras and Tose (2013), Vosburgh (2007) and Wood JR, Tonelli and Cooke (2012), among others, present a historical perspective of management theories and approaches, with emphasis on Resource Management.

Humans and People Management. Table 1 presents a detailed configuration of the evolution of schools and theories, which attempts to link with the possible Management Model of each era and the main characteristics of people management models and possible management periods. It is noteworthy that for this construction the authors mentioned above were used.

Table 1  
**People Management Model and its Characteristics**

<b>People Management Model / Management Method</b>	<b>Socioeconomic Conditions</b>	<b>Main Precursors</b>	<b>Schools and Theories / Organizational Management Model</b>
<b>People Management Model as Industrial Relations.</b>	The great business geniuses.	John Davison Rockefeller; J.P. Morgan;	1850 to 1940 - (18th Century).
Engineer.	Model focused on "industrial production";	Andrew Carnegie;	Beginning of Business Schools;
Head of Industry.	There was no HR. Mass production model.	Henry Ford; Meyer Guggenheim; Afred Sloan.	Industrial management
<b>Management Model as a Personnel Department. Chief of Staff.</b>	Measurement of results through "scientific management"; Workers' rights with formalized proceedings; Specialists with greater efficiency; HR start in Brazil.	Frederick Winslow Taylor.	1900 to 1930 - (19th Century). Theory of scientific administration; Harvard Business School; Human Relations Theory and Scientific Administration; World War II Personnel Administration; Accounting Phase. Business Management.

Continuou

			conclusion
<b>People Management Model / Management Method</b>	<b>Socioeconomic Conditions</b>	<b>Main Precursors</b>	<b>Schools and Theories / Organizational Management Model</b>
<b>Human Behavior Management Model.</b>	Recognizing the human potential; "human relations".	Elton George Mayo; Alfred D. Chandler; Kenneth Andrews	1927 to 1932 - (1920s).  Management Scientific Administration.
<b>Management Model as Human Resources Administration. Gerente Industrial</b>	Beginning of interdisciplinarity; The concept of HR management becomes more organized; Creation of administration areas.	Max Weber	1950 a 1965 – (Década de 1950). Teoria Estruturalista. Technicist phase. Administrative management.
<b>People Administration Model. Administradores.</b>	It was administrative or unionist; Milestone between the relationship Capital and work; Implementation of unions.	Lyndall Urwick	1965 to 1970 - (1960s);  Systems theory; Administration phase; Administrative management.
<b>Strategic Model of People Management.</b>	Introduction of the Balanced Scorecard tool; The strategy is already part of the organization,	Elton George Mayo; Alfred D. Chandler; Kenneth Andrews Richmond;	1960 to 1980 - (1970s);  Contingency theory.
Personnel manager.	"Art of War"; "Political Police".	Igor Ansoff; Michael Porter.	Strategic management.
<b>People Management Model Articulated by Competencies.</b>	The first chords of quality 5S;	Peter Drucker;	1980 to 1990 - (1980s); Total Quality Theory.
Talent Manager.	Implementation of Total Quality standards.	William Edwards Deming.	Quality management.
<b>Sustainable People Management Model.</b>	3Ps: People, Planet, Profit;	John Elkington; Ignacy Sachs;	1990 to 2019 - 20th century.
DHO Manager	Sustainable Development and Sustainability.	Andrew Savitz; Karl Weber; Luciano Munck	Sustainability Theory. Sustainable Development Management.

Table 1 was built to demonstrate the evolution of people management models over the years; In this context, it began with the People Management Model as Industrial Relations, one of the first models in people management, where employees were considered as production costs; Based on the theory of Scientific Administration, following the Business Management Model, the human resources manager was the “head of industry”, who had the obligation to lead people to profit and to be a mediator of conflicts (Marras & Tose , 2013).

The Personnel Department Management model, with the initial people management model and the classical schools, people were still considered as costs, being only an operational factor. This was an extremely bureaucratic department, seeking the immediate financial factor; According to Ferreira (2015), the tasks were concrete and aimed at efficiency, with the training of employees to obtain profits, preferably immediate, having as the Scientific Theory as predominant, starting the vision in the behavior of the individual, being the manager named “Chief of Staff”.

Concerning the Human Behavior Management model, the concern with efficiency and costs is integrated with the human relations procedures and the psychology vision comes into play, with small investments in human resources and the decentralization of tasks with “primary instrumental qualification”. " However, profitability was still aimed at, the bureaucratic theory still predominating, with a manager named personnel manager (França, 2015, p. 9); labor laws begin.

In the People Management as Human Resources Administration model, the accounting of people management was equally noticeable. For Marras (2017) and Marras and Tose (2013), the model relates to the school of human relations, through people management techniques; This model was already used in multinationals, albeit empirically. It was the evolution of humanist theory, with the model of managing people for more informal relations, being the manager called the industrial manager. During this period, the Labor Laws were also consolidated, in addition to the implementation of unions, with Systems theory, with the administrator at the head of the work team (Marras, 2017).

Then comes the strategic model of people management, with academic highlighting of “the moment of strategic planning”, centered on the business school and strategic people practices. It was the search for the best relationship between policies and environmental factors, with the internal and external alignment of the organization with the environment to which it was inserted (Fischer & Albuquerque 2010).

However, according to Wood, Tonelli and Cooke (2012), the theories of this model were the Contingency Theory and the Strategic Theory, with a view towards the organization's strategies; The philosophy was articulated with the structure, linking people management policies to strategic planning. Thus, as Galpin, Whittington and Bell (2015) and Gonçalves, Stefano and Baccaro (2017) it is essential that people management is active and has the role of disseminating internal communication in organizations; In this model, the leader is the people manager.

The Competence-articulated People Management model starts with the entry of high-quality products from the East, which marks this model; It's the age of customer focus, so telemarketing professionals come up with customer communication channels: understanding the customer is essential. Trompenaars and Coebergh (2014) the model was also called the quality management model, the globalization era; the economy reaching higher levels with the merger of companies and the entry of international technology, and service providers. Thus, as the relevance to change very quickly, in this model was the talent manager who managed the team (Andrade, De Laat & Stefano, 2018).

The Sustainable People Management model began the moment of sustainability, with the economic, social and environmental pillars; According to Elkington (1999), the challenge was the continuity of consumption, consciously; Organizations integrate sustainability actions as goals in strategic planning, sustainability should be an integral part of the mission, vision and the continuous search for the implementation of sustainability in its three pillars (Galpin & Hebard, 2015).

Savitz and Weber (2013), however, configure sustainability in companies as an extremely important approach at all levels, especially in people management, adding that the configuration of change begins with the organization's strategies focused on sustainability. In this view, and in view of the need for organizations to seek innovative ways to manage the management of professionals, in a globalized and competitive world, is the alignment of people management with organizational sustainability, which is the next item to be better explained.

## 2.2 Organizational Sustainability Management

Organizational sustainability management, a new paradigm discussed in academia and business, involves balancing the economic, social and environmental pillars, ie the "Triple Bottom Line" (TBL) of sustainability in organizations. As discussed by Elkington and Zeitz (2014) and Elkjaer (2004), and similarly Borim-de-Souza and Segatto (2015), Munck, De Souza and Zagui (2012) and Pires (2011), the pillars serve as metrics to maintain sustainable development, and being balanced will become positive benefits to results in organizations.

Moreover, when considering the factors that drive the implementation of sustainability, not only some improvements or incremental points are enough, it is necessary that sustainability be allocated to strategies aligned with all activities and areas of the organization, especially with people management practices. (Macini, Bansi, & Caldana, 2017).

It is noteworthy that people management can contribute as a multiplier of sustainability and as pointed out by Savitz and Weber (2013), it is through sustainability practices and procedures that people management makes its major contribution to sustainable organizational development. The people management policies and practices should be included in the sustainability theme.

The set of sustainability practices in the people management model according to some national and international authors such as Araújo, (2006), Jabbour and Santos (2008), Armstrong (2009), France, (2015) Savit and Weber (2013) and Munck , Bansi and Galleli (2016), Rueda, Serenini and Meireles (2014), Kuipers and Giurge (2017), Andrade, De Laat and Stefano (2018), which listed over time some of the most used practices in Sustainability management. , is exemplified in Table 2.

Table 2

### **Management Practices of People who collaborate with Sustainability**

People management policies and practices to manage sustainability	Recruitment, selection and psychological testing: They are carried out to achieve strategic planning focused on sustainability; Attract, retain and enhance talent that aims to reach the pillars of sustainability.
	Learning, training and development: These are prerequisites for company certifications.
	Performance and Competency Assessment: Internal research aimed at the organization's performance; Performance evaluation is made with a bias towards sustainability.
	Communication and Endomarketing: internal and external communication as a means of approach.
	Quality of Life, Safety, Health and Ergonomics; Quality of life, well-being and health-SESMET: are in the assumptions of sustainability.
	Internal and External Consulting: Outsourcing as a learning point; External consultancy to support strategy restructuring.
	Relations and labor law: FSC - Through certifications and respect for national and international environmental laws.

Table 2 was constructed with the help of the above-mentioned specialized bibliography, presenting some of the main people management policies and practices, considered by the collaborating authors of organizational sustainability, as follows: Recruitment, selection; learning, training and development; Performance and competency assessment; Communication and internal marketing; Quality of life, safety, health and ergonomics; Relations and labor law and internal and external consulting, in order to assist in

the central objective of the research. The following is the methodological procedures of the research.

### **3 Methodological Procedures**

To meet the research objective and problem, it was used an appropriate methodology that according to Creswell and Clark (2015), the research design can be defined in order to obtain the answer to the above question. Given the above, the multiple case study was characterized as predominantly qualitative research, which seeks interpretative assumptions, adopting the ontology of subject-object interaction; epistemology is constructivist, the paradigm is interpretive with a research method in multiple case study and the techniques of data collection and analysis are interview and asymmetric observation with content analysis and field diary. The research aimed to understand how the Sustainable strategic alignment between the people management models and the Triple Bottom Line - TBL of Organizational Sustainability occurs through primary and secondary data.

The companies chosen for the research were Amazonas CIA and Santa Maria Paper and Pulp CIA they are established in southern of Brazil, for over 60 years and for the accessibility and acceptance by companies to participate in the research. Primary means were obtained through interviews with semi-structured roadmaps, with strategic and tactical officials from the strategic management, people management and sustainability management sectors; The interviews took place between December and April 2019, in the units studied, lasting on average 45 minutes, by telephone and in person, in two pulp and paper industries located in southern of Brazil

Secondary means were obtained through bibliographic, documentary and unsystematic observation at the companies' premises, as well as in publicly and privately available documents. Yin (2015) describes that unsystematic observation is a technique of observation of the environment and individuals by chance, and the interesting and important points are later noted in appropriate forms, being appropriate, because it is an observation that does not require prior planning.

The research met the principles of quality and methodological rigor, with reliability and reliability of the data collected and analyzed, presenting the validity constructs for qualitative research, such as the use of protocol, source of official secondary data and public domain.

The following techniques were used for data analysis: Content Association Map, a way to reduce data to improve data organization; set of systematized methodological techniques for the description of the content message; Cross analysis of the studied cases, which contrasts the data with adverse points; Data source triangulation, using protocol, the company's official secondary data source to be cross-analyzed, considering triangulation of data sources and Triangulation of data collection methods, which is the use of established constructs. for the validity of the cases studied.

The following is the analysis of the collected data, based on the axes arranged in the chosen methodology to answer the question and achieve the proposed objectives for the research.

### **4 Presentation of Results**

From the data collection, we tried to record through the field diary all the initial impressions, perceptions and doubts, which were noted as being of great value for the presentation of the results. The two companies studied in this research were: Amazonas Cia de Papel e Celulose and Santa Maria Paper and Cellulose CIA, which are described below.



The Amazonas Cia, began its activities, in 1956; It has more than 750 employees in the Amazonas Group with 470 in the study unit. The company has a total production capacity of 140 thousand tons of cardboard, standing out for the recognition among the best in terms of graphic production. Represented nationally and internationally contributing to the production of packaging, books, promotional materials and other products in the graphic area, its products are used in various sectors, such as footwear industry, medicine industry, food and beverage industry, among others (company data, 2019).

The Santa Maria CIA of Pulp and Paper was founded on March 31, 1962 and the unit studied is part of the Santa Maria Group, which has more than 530 employees; The group consists of two hydroelectric dams, an agricultural production farm and a 386-employee manufacturing facility on April 29, 2019, according to data provided by the people management industry. With a production of 105 thousand tons of paper / year, the main product produced is in the paper line, which is composed of a variety of offset, prepackaged, monolucid, white kraft products, including improved for laser printing and continuous form (SANTA MARIA, 2019).

Table 3 presents the articulations that helped in the response to the specific and general objectives of the study, helping to understand the alignment between the themes.

Table 3

**Main Articulations of the First Specific Objective**

<b>Objective</b>	<b>Amazonas</b>	<b>Santa Maria</b>
<b>Management model People from each company</b>	It is included in Strategic planning. The pillars of sustainability are not yet formalized in the mission, vision and values.	The pillars of sustainability are formalized in the mission, vision and values (social, environmental, occupational safety) aiming at sustainable development.
	People management professionals are mobilized to support the transformation cycle.	People Management professionals are the main mobilizers of the transformation cycle.
	Sustainability is practiced at all levels of the company as part of the routine.	Sustainability is practiced at all levels of the company as part of the routine.
	Directed training of strategic leaders and key individuals involved in planning the pillars of sustainability.	Outsourced consultants in the formalization of strategies already formalized and targeted training of the people involved in monitoring the implementation of sustainability pillars.

Table 3 presents the main joints that respond to the first objective of the research. Amazonas Company follows the strategy-based people management model. This model seeks to achieve organizational performance through the strategies planned and deliberated by senior management, with the actions of agents promoting social practices with the policies and practices formulated in strategic planning. Santa Maria, in turn, follows the model of sustainable people management; The actions are already formalized in the company's values for the implementation of sustainability.

Responding to the second specific objective of the research, which is the policies and practices of people management that manage and implement sustainability, table 4 is presented.

Table 4  
**Main Articulations of the Second Specific Objective**

Objective	Amazonas	Santa Maria	
Check which people management policies and practices are geared towards organizational sustainability	Recruitment, selection and psychological testing	Held to achieve strategic planning focused on sustainability; Attract, retain and enhance talent that aims to reach the pillars of sustainability.	They seek to identify in the recruited company values; Attract, retain and enhance talent according to their potential.
	Learning, training and development	Prerequisites for company certifications; Integration of new employees.	Internal hiring processes through qualification test (meritocracy).
	Communication and Endomarketing	Internal and external communication as a means of approach.	Integration of new employees; Certification and awards are drivers of organizational performance; Preventive training aimed at the pillars of sustainability.
	Quality of Life, Safety, Health and Ergonomics	Quality of life, well-being and health are the assumptions of sustainability.	Internal Communication through training; Standardization of internal and external documents.
	Relations and labor law	FSC - Through certifications and respect for national and international environmental laws.	Job performance assessment aimed at the physical and mental integrity of employees; Incentives for programs aimed at the physical and mental integrity of employees; Performance targets with variable compensation; FSC - Through certifications and respect for national and international environmental laws.
	Internal and External Consulting	Outsourcing as a learning point; External consultancy to support the restructuring of strategies.	Sustainability sector trained team for internal consulting; External consultancy for leaders and managers.

Table 4 shows the set of people management policies and practices described in the specialized literature such as Recruitment, selection; learning, training and development; Performance and competency assessment; Communication and internal marketing; Quality of life, safety, health and ergonomics; Relations and labor law and internal and external consulting, which has been the most used since the beginning of the restructuring in 2015, in both companies.

The company Amazonas is in the period of restructuring the mission, vision and values, having no implication in the people management model that the company follows, since the sustainability theme is already in the company's strategic planning. (company data, 2019)

However, it should be noted that sustainability in Santa Maria is included in the company's values, being two of the pillars of sustainability, with the term Social and Environmental Responsibility, in a formal way. The economic pillar, in turn, is implicitly presented in the company's main policies and practices; Currently, the company seeks to incorporate the term sustainability more fully into its management model, embodying the sustainable management model. (Santa Maria, 2019)

Both companies, however, have neither updated nor made available the Global Reporting Initiative - GRI, a document that quantitatively and qualitatively describes the companies' social and environmental risks and impacts, based on the description of the company's risks (CEBDS, 2016).

The facilitators and inhibitors to the process of alignment between people management and sustainability are present in both companies with greater or lesser intensity in the implementation of sustainability; According to the literature by Pereira and Dornelas (2010) and Savitz and Weber (2013), these factors are important in developing and monitoring the policies and practices chosen for the implementation of sustainability. Table 5 answers the third objective of the research.

**Table 5**  
**Main Articulations of the Third Specific Objective**

<b>Objective</b>	<b>Amazonas</b>	<b>Santa Maria</b>
Point out the facilitators and inhibitors of the alignment process between the People Management Model and Organizational	Senior Management - Committee.	Senior Management - Board.
	People management Member.	People management Leadership.
	Alignment with organizational strategies	Alignment with the values of the organization. Participation of the Health and Safety sector in the development of the sustainability strategy.
	Improvement and development projects focusing on sustainability. Internal communication is a multiplier factor. Integration between areas.	
	Lack of closer approximation between people management (factory) and social responsibility (community); Recent management change; Lack of unification of purpose; Lack of maturity of the plan.	Non-participation of the social and environmental responsibility sector at the beginning of the implementation of the changes; Internal Fordism style.
	Lack of GRI, updated and publicly available.	

Table 5 presented identified sustainability facilitators / advocates such as integration and support of senior management in committees and boards; active participation of people management in planning; well-designed strategies including the three pillars of sustainability, internal and external communication as a multiplier of sustainability; formalized in the mission, vision and values and integration between the areas.

As for the inhibitors were identified: lack of approach of people management with social responsibility in hiring and selection, the focus on Fordism by management, change of board and management during the process of formalization of sustainability, lack of unification of purposes between board and management of people and sustainability, and the lack of maturity of the commitment to the sustainability system.

These facilitators and constraints, according to Savitz and Weber (2013) and Galpin, Whittington and Bell (2015), are considered as great metrics for the consolidation of sustainability when considered as an organizational strategic point; like this; The next specific objective is to describe the strategies used to formulate the people management policies of the two cases studied, as shown in Table 6.

**Table 6 - Main Articulations of the Fourth Specific Objective**

<b>Objective</b>	<b>Amazonas</b>	<b>Santa Maria</b>
Describe the strategies used to implement organizational	Actions focusing on medium and long term strategies, in search of restructuring of mission, vision and objectives; Profile in organizational strategies;	Vision to strengthen company values; Action plan according to strategic business drivers; Management platform and certifications

sustainability in organizations	Disseminate and informative communication as a means of support.	aimed at sustainability; Hiring consultancies to qualify leaders by intensifying management changes;
		Internal and external communication highlighting the mission, vision and values.

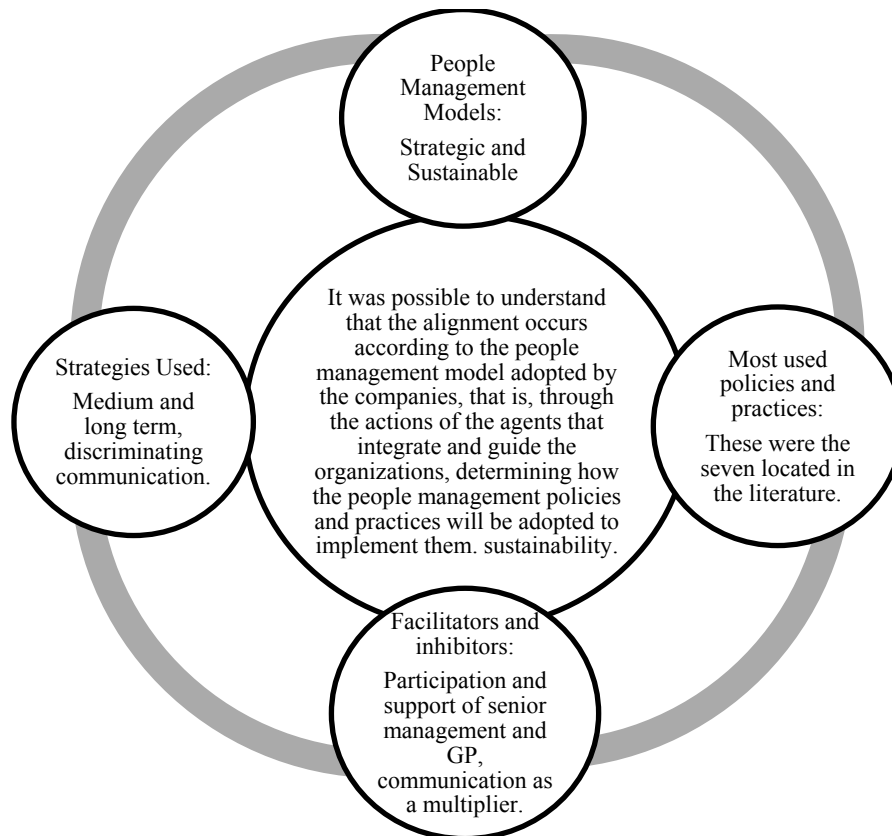
Table 6 presents the main strategies used by both companies in formulating the action plan to implement sustainability; These include actions focused on medium and long-term strategies, strategies focused on business needs, the pursuit of restructuring the company's objectives, aiming at adapting the company's vision and values mission, hiring external consultants as leadership support and communication strategies, with emphasis on the dissemination of goals embedded in the mission vision and organizational values. Following are the final considerations of the study, with the contributions, limitations and notes for further studies.

### 5 Final Considerations

The theoretical framework of this study allowed us to understand how the sustainable strategic alignment between the people management models and the Triple Bottom Line - TBL of Organizational Sustainability occurs, proving to be a contingency factor that is increasingly perceived in the alignment. strategic.

Through the study the interpretative presuppositions were sought, with the interaction of the subject-object of study, with constructivist view, through the data collection through interviews and unsystematic observation, that were transcribed in the field diary, in the cross analysis of the subjects. two companies in the pulp and paper industry.

Thus, the individual results of each company studied were reached and presented and used again in the data crossing, for a better understanding of the theme. Figure 1 will briefly present the general and specific objectives:



**Figure 1**  
Responding to the General Objective and Specific Objectives

Figure 1 shows the results obtained through the specific and general objectives. The first objective was to verify which management model companies chose to manage people management, being presented in the strategic and sustainable models, the policies and practices most used to implement sustainability, are the seven mains described in the theoretical review.

The facilitators and inhibitors that stood out in the companies were the participation and support of senior management and people management, communication as a multiplier of sustainability; The most used strategies were the medium and long term, being the disseminating communication of the necessary actions to implement the organizational sustainability.

Thus, the specific and general objectives were achieved, and it can also answer the question that directed the studies: how is the sustainable strategic alignment between the people management model and organizational sustainability in the Pulp and Paper Industries in the southern of Brazil?

Through the theory studied, it was possible to contact that the organizational practices complement each other; Given the factors in the cases studied, it was possible to understand that the alignment of the set of people management policies and practices for the formulation, monitoring and implementation of sustainability pillars is related to the people management model managed by the organization, since the strategies followed have much of the philosophy and culture considerations of the founders of the organization that have taken root through the practices of the company's social actors.

These social actors are understood as the formulators of senior management practices and praxis, taking into consideration the understanding of the company's values and which strategies will be traced to achieve the objectives of the organizations, which, in turn, are

aimed at Competitive market that considers sustainable development as essential for maintaining the environment for current and future generations.

However, for organizational sustainability to succeed in its three pillars, it is essential that people management policies and practices are conducted by practitioners in a concrete and spontaneous manner; In this sense, sustainable strategic alignment is extremely important for organizations, as it will be in the concrete actions of people management that the paths chosen to achieve sustainability will be realized through social actors as the main agents of changes in organizational transformations.

It was found that the Amazonas company follows the strategic management model line with focus on the strategies formulated for the organization, and Santa Maria follows the sustainable management model, which line goes to the sustainability strategies already formalized in the values. of the organization. Another important point is that both companies are directed towards sustainable and technological development to remain as main players in the globally competitive market, and one of the prerequisites is certification, as FSC, which according to the international market, is of short importance.

As a contribution of the studied theme to the companies is the presentation of the main characteristics of the alignment of the people management model and the sustainability followed by them, having as suggestion, the increase of the human resources allocation to improve and strengthen the guidelines and the approach of the company. people management through recruitment and selection with sustainability and social responsibility management.

But, in relation to people, it would be to support the entire team through non-financial elements, to formalize the pillars of sustainability in a clear and objective manner and to intensify the disclosure of the term sustainability in the environmental, social and economic pillars to all in companies in a clear and concrete way. , in order to improve understanding of the importance to the organization and society.

Another important factor contributing to companies is to demonstrate the need to formalize and make accessible on their website the need to have professionals who have values focused on sustainability, as well as making accessible and public the strategies for sustainability through the Sustainability Report.

In the theoretical field, it was possible to expand the empirical knowledge, with concrete cases of reputable companies in the market that are undergoing internal restructuring and aiming at strengthening the three pillars of sustainability.

From what the research proposed in the totally qualitative approach, with data collection through the asymmetric observation and interviews, it is necessary to describe some of the limiters that occurred during the research: the fact that the case study happened with only two industries; due to the lack of time for the execution of the data collection and the lack of official documents, such as the organization chart of one of the companies, the Sustainability Report, internal magazines, psychographic profile models, lists of sustainability training, among others that they could be used to prove the policies and practices that involve sustainability. These documents could not be analyzed, making it difficult to search for more evidence in the research field, since the analysis took place only with the data available on the companies' public website.

However, through the elements collected through interviews and field observations, the total view of the data that involved the research was enriched. For this, during the research walk, it was possible to glimpse new knowledge and learning possibilities, and as a suggestion of themes we leave: study different branches of activities of companies of the same size and add to the research the social responsibility sector together with the sustainability in its three pillars.

Finally, it is believed that this research sought to broaden the researcher's field of knowledge and brought to the scientific and professional world a broader view of the themes in strategic alignment.

## Referential

- Andrade, L.B.L., De Laat, E.F., Stefano, S.R. (2018). Quality of Life at Work and Career Commitment of Public-School Directors. *Electronic Journal of Administrative Science*, v. 17, no. 1, p. 54-83.
- Araújo, L. C. G. (2006). *People management: strategies and organizational integration*. Atlas S.A Publisher. São Paulo.
- Armstrong, T. (2009). *Multiple intelligences in the classroom*. AscD.
- Badawy, M.K. (1988). What we've learned: Managing human resources. *Research-Technology Management*, 31 (5), 19-35.
- Bodrožić, Z., & Adler, P. S. (2018). The evolution of management models: The neo-Schumpeterian theory. *Administrative Science Quarterly*, 63 (1), 85-129. P. 3).
- Borim-De-Souza, R., & Segatto, A. P. (2015). presenting the theory of comparative management. *Business Administration Journal*, 55 (3), 359-367.
- CEBDS - Corporate Sustainability Indicators in Brazil: 2016 Report.
- Creswell, J.W., & Clark, V.L. P. (2015). *Mixed Methods Research-: Research Methods Series*. I think Publisher. Dixon
- Elkington, J., & Zeitz, J. (2014). *The Breakthrough Challenge: 10 ways to connect today's profits with tomorrow's bottom line*. John Wiley & Sons. Elkjaer
- Fischer, A.L., & Albuquerque, L.G.D. (2010). Delphi RH 2010: trends in people management in Brazilian companies. Retrieved July 10, 2019 from the organization. *Journal of Psychology Organizations and Work*, 14 (3), 303-314.
- Fleury, M.T.L. (2002). *The people in the organization*. People Publisher.
- France, A. C. L. 2015. *Human resources practices*. Sao Paulo: Atlas.
- Galleli, B., & Hourneaux Junior, F. (2019). Human competences for sustainable strategic management: evidence from Brazil. *Benchmarking: An International Journal*.
- Galpin, T., Whittington, J.L., & Bell, G. (2015). Is your sustainability strategy sustainable? Creating a culture of sustainability. *Corporate Governance*, 15 (1), 1-17.
- Gonçalves, M.F., Stefano, S.R., & Baccaro, T.A. (2017). Organizational Sustainability and its relationship with Strategic People Management: a case study in an agroindustry cooperative. *Unimep Business Journal*, 15 (3), 51-73.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19 (12), 2133-2154.
- Jacopin, T., & Fontrodona, J. (2009). Questioning the corporate responsibility (CR) department alignment with the business model of the company. *Corporate Governance: The International Journal of Business in Society*, 9 (4), 528-536.
- Kuipers, B.S., and Giurge, L.M. (2017). Does alignment matter? The performance implications of HR roles connected to organizational strategy. *The International Journal of Human Resource Management*, 28 (22), 3179-3201.
- Albuquerque, L. G. D., Milk, N. P., & Silva, L. M. T. D. (2009). Stimulating the debate on strategic people management.
- Macini, N., Bansi, A.C., & Caldana, A.C. F. (2017). Actions and indicators for sustainable people management. *Administration Journal of Univ. Federal of Santa Maria*, 10, 8-25.
- Macke, J., & Genari, D. (2019). Systematic literature review on sustainable human resource management. *Journal of cleaner production*, 208, 806-815.
- Marras, J. P., & Tose, M. (2013). *Human performance evaluation*. Elsevier Brazil.

- Mascarenhas, A. O., & Barbosa, A. C. Q. (2013). Brazilian scientific production in people management in the period 2000-2010. *RAE-Business Administration Journal*, 53 (1), 35.
- Munck, L., Bansi, A.C., & Galleli, B. (2016). Sustainability in Organizational Context: a comparative analysis of models that propose trajectories for its management. *Journal of Management Sciences*, 18 (44), 91-110.
- Munck, L., Borim-de-Souza, R., & Zagui, C. (2012). Management by competences and their relationship with actions aimed at sustainability. *REGE-Journal of Management*, 19 (3), 377-394.
- Oliari, T. B. P.; Zaias, L.J.L.; Merigo, A. T. L. 2018. Sustainability and the Environmental Dimension: Establishing a Ranking from the Environmental Paper Company Index (EPCI). In: XX ENGEMA - International Meeting on Environmental Management and Environment, São Paulo. Annals XX, 2018. v. XX. P. 1-17. P. 2.
- Orlickas, E. 2012. Management models: from management theories. Ed. Ibpe.
- Pereira, C.M.L., & Dornelas, J.S. (2010). Factors promoting and inhibiting the strategic alignment of information technology in a merger situation: the case of a retail chain. *RAC-Journal of Contemporary Management*, 14 (3), 495-515.
- Pires, R. R. C. (2011). Integration between people management and sustainability strategy: evidence in contemporary organizations. Doctoral thesis. University of Sao Paulo.
- Rueda, F.J.M., Serenini, A.L. P., & Meireles, E. (2014). Relationship between quality of life at work and employee trust in the organization. *Psychology Journal Organizations and Work*, 14 (3), 303-314
- SANTA MARIA CIA PAPER AND CELLULOSE. Official Website, 2019.
- Savitz, A., & Weber, K. (2013). Talent, transformation, and the triple bottom line: How companies can leverage human resources to achieve sustainable growth. John Wiley & Sons.
- Trompenaars, F., & Coebergh, P. H. (2014). Model 51: The contextually-based human resource theory. *F. Trompenaars & P.-H. Coebergh*, 100, 311-13.
- Van Marrewijk, M., & Werre, M. (2003). Multiple levels of corporate sustainability. *Journal of Business Ethics*, 44 (2-3), 107-119.
- Vergara, S. C. (2003). People management. P. 47
- Vosburgh, R.M. (2007). The evolution of HR: Developing HR as an internal consulting organization. *People and Strategy*, 30 (3), 11.
- World Wildlife Fund (WWF) -2017. Available at: [http:// www.worldwildlife.org/](http://www.worldwildlife.org/). Access on: 03 Mar.2018.
- Yin, R.K. (2015). Qualitative research from start to finish. Guilford Publications.