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Responsible HRM serves as a pathway to corporate sustainability and social impact, fostering a holistic approach to organizational success

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ABSTRACT:

Purpose: HRM strategies that foster mutual benefit are necessary to improve the synergy between organizations and their stakeholders, achieve financial success, and responsibly address the social, human, and environmental consequences of corporate sustainability.

Design and methodology: Every suggested HRM approach must have pro-financial, social/human, and unorthodox aspects to be implemented as a sustainable HRM practice. Moreover, bundles of HRM practices must be implemented together to improve the integrated results of business sustainability.

Findings: Analysing differences in HRM practices—from commitment and control to sustainable systems—gives organizations the knowledge they need to adapt their strategies and improve sustainability results. To promote company sustainability, this study emphasizes the need for Eco-Friendly HRM practices, especially when implemented through Environmental Management Systems (EMS).

Practical implications: This study emphasizes how important it is for businesses to integrate sustainable HRM practices into their core business skills and how important it is to match these practices with corporate sustainability goals. In addition, more research on the synergies across HRM practice bundles inside sustainable HRM systems is necessary to improve our understanding of the best HRM tactics for achieving corporate sustainability objectives.

In conclusion: The study's conclusions highlight the vital role that sustainable HRM plays in companies and how important it is to achieving goals for environmental, social, and human sustainability. The study emphasizes how organizations' inability to effectively apply HRM practices prevents them from achieving their financial and productivity objectives.

Keywords: *Sustainable HRM, Eco-friendly, HRM strategic commitment, effective HRM, HR strategies for social responsibility, and Environmental stewardship.*

I. INTRODUCTION

1.1 Introduction

Today, stakeholder expectations have disrupted the dominant strategic HRM practices aimed at improving profitability, and they now demand prosocial and pro-environmental organizational behavior. Prosocial organizational behavior encompasses positive social actions taken by organizations in their business activities to uphold the well-being and integrity of key internal stakeholders, such as employees (Hahn, 2015). Additionally, pro-environmental organizational behavior entails maintaining and preserving the ecological system's health while striving to use natural resources for economic activities. It involves an organization's comprehensive responsiveness to external stakeholders, such as our children and society as a whole, as part of environmental management Jones, (Willness & Glavas, 2017). Therefore, developing HRM practices with prosocial and environmental characteristics are useful in meeting stakeholders' expectations of corporate sustainability outcomes. Corporate sustainability involves management approaches that organizations use to integrate and achieve the three pillars of sustainable development: economic/financial performance, human/social outcomes, and environmental outcomes (UN Global Compact, 2014).

Sustainable People Management (SPM) has emerged as a novel field within Human Resource Management (HRM), providing organizations with the tools to achieve corporate sustainability as a core business strategy. The literature on sustainable HRM offers varied definitions, each attempting to address specific outcomes of corporate sustainability. For instance, sustainable work systems (Docherty et al., 2002), HR regeneration (Ehnert, 2009), and the unsustainable impacts of high-performance work practices (Mariappanadar, 2003) focus

on human/social outcomes, while Green HRM (Jackson et al., 2011; Jabbour et al., 2010) emphasizes environmental outcomes. Therefore, a comprehensive definition of SPM is proposed to simultaneously engage human resources in achieving all three categories of sustainable outcomes. SPM aims to provide a sustainability-oriented vision of HRM policies, systems, and practices that can synthesize and reconcile corporate business strategy's competing and inconsistent financial, environmental, and human/social well-being outcomes. The synthesis effects of SPM are based on the paradox perspective of management decision-making (Miron-Spektor et al., 2018), highlighting the role of HRM practices in promoting employee behaviors that can dynamically integrate and reconcile the tension/paradox created by the diverse outcomes of corporate sustainability.

A review conducted by Kramar (2014) suggests that the existing definitions of sustainable HRM are insufficient to effectively implement sustainable HRM practices for achieving corporate sustainability. This is because these definitions fail to describe the specific characteristics of sustainable HRM practices. The characteristics of HRM practices are crucial in shaping employee attitudes and behaviors at work to achieve organizational goals, including corporate sustainability (Arthur, 1994; Nishii, Lepak & Schneider, 2008). Therefore, it is important to identify and operationalize the characteristics of sustainable HRM practices to align them with an organization's corporate sustainability business strategy. Failure to do so may render the concept of sustainable HRM merely another buzzword in HRM terminology.

The primary objective of this article is to develop theoretical sustainability characteristics for individual HRM practices that can be used in a consistent bundle of HRM practices to achieve the synthesis effect of financial, human/social, and environmental corporate sustainability outcomes. This will enable organizations to effectively operationalize sustainable HRM practices and contribute towards achieving their corporate sustainability goals.

To achieve the aim of the article, the authors adopt a teleological perspective (Bacharach, 1989) to identify the distinct characteristics of HRM practices proposed in the bundle of sustainable HRM practices that facilitate employee behavior and attitudes to achieve individual outcomes of corporate sustainability. The authors then use theoretical connectivity (Bacharach, 1989) to logically connect diverse literature, such as High-Performance Work Practices (HPWPs), sustainable HRM, and environmental management, to explain the synthesis effects of the bundle of sustainable HRM practices to enhance integrated outcomes of corporate sustainability. Finally, the authors compare the characteristics of control-based, commitment-based, and sustainability-based HRM practices that are relevant to achieving corporate sustainability outcomes and explain how the proposed characteristics of sustainable HRM practices extend beyond traditional control- and commitment-based strategic HRM practices.

Provides several contributions to the literature on sustainable HRM. Firstly, it enables practitioners and researchers to develop an understanding of the pro-financial, human/social, and environmental characteristics of individual HRM practices that are relevant to bundles of sustainable HRM practices, which can then be used to operationalize corporate sustainability business strategy. Secondly, the proposed set of characteristics for sustainable HRM practices will facilitate cross-cultural comparisons, enabling practitioners and researchers to examine the uniqueness and generalizability of these characteristics in implementing corporate sustainability across different regions (González-Cruz, Videras, & Sánchez, 2021). Finally, this study lays the foundation for future research on exploring the relationships between bundles of practices in the sustainable HRM system and the synthesis effects on achieving integrated outcomes of corporate sustainability.

1.2 Background of the study

Strategic HRM practices are designed to create mutual benefits for both organizations and employees, enhancing employee engagement, job satisfaction, and empowerment, which ultimately leads to improved organizational performance (Guest 1997; Van de Voorde et al., 2012). However, early definitions of sustainable HRM in the literature have indicated that high-performance work practices can have unsustainable impacts on employees, such as reduced HR conservation (Mariappanadar, 2003; Kramar, 2014) and reduced HR regeneration (Ehnert, 2009), as well as increased harm from work (Mariappanadar, 2012; 2014b). Sustainable HRM sees the harm of work as the restrictions imposed on employees by high-performance work practices designed solely to achieve organizational financial performance. It has also been suggested that this harm can obscure, reduce or even eliminate psychological, social, and work-related well-being outcomes for employees who are internal stakeholders (Mariappanadar, 2014a).

The importance of HRM to achieve environmental outcomes of corporate sustainability has been highlighted by scholars in the green HRM literature such as Daily and Huang (2001), Fernández et al. (2003), Jackson et al. (2011) and Jabbour et al. (2010). These scholars have emphasized the role of HRM in the environmental management system (EMS). The EMS approach from an ecological footprint perspective (Wackernagel & Rees, 1997) recognizes the importance of natural capital in maintaining the health of ecosystems to support planetary life, as well as the risks associated with the irreversible loss of natural capital

due to human economic activities. Therefore, effective implementation of an advanced EMS to reduce the ecological footprint of an organization requires HRM practices that are aligned with ecological values (Fernández et al., 2003).

The proposed synthesis effects definition of sustainable HRM suggests that organizations have a corporate social responsibility to reduce the negative impacts of work on employees and the environment while improving financial performance (Mariappanadar, 2014b; Ehnert et al., 2015). This definition highlights a distinct type of simultaneous effect of HRM practices, which differs from the simultaneous effect of mutual benefits perspective of strategic HRM and the critical HRM perspective (see Mariappanadar, 2014a). The simultaneous effects of the mutual benefits perspective and the critical HRM perspective treat organizational benefits and employee benefits/negative effects as separate domains and focus only on the effects of the domain of employee benefits/negative effects on organizational performance. In contrast, the simultaneous effects of the synthesis effects of sustainable HRM are based on the synthesis paradox, where organizations can maximize their profits using HRM practices while also fulfilling their corporate social responsibility to reduce the harm of work imposed on employees and the ecological system.

Contributes to the sustainable HRM literature by proposing characteristics of sustainable HRM practices that extend strategic HRM characteristics to achieve corporate sustainability outcomes. The proposed set of characteristics will enable practitioners and researchers to develop knowledge about the pro-financial, human/social, and environmental characteristics of relevant individual practices in bundles of sustainable HRM practices. Additionally, cross-cultural comparisons can be made to reveal the uniqueness and generalizability of these characteristics for implementing corporate sustainability. Finally, this lays the foundation for future research to explore the relationships between, and the synthesis effects of, bundles of practices in the sustainable HRM system to achieve integrated outcomes of corporate sustainability.

1.3 Problem Statement

While the importance of sustainability in organizations has gained significant attention, there remains a gap in understanding the qualities of a sustainable Human Resource Management (HRM) system and the strategies employed for the successful implementation of corporate sustainability. Despite the growing recognition that HR practices play a vital role in fostering sustainability, there is a lack of comprehensive research that explores how organizations can develop and integrate sustainable HRM systems effectively. Additionally, the factors influencing the implementation of corporate sustainability initiatives and the impact of sustainable HRM practices on employee engagement and organizational performance require further investigation.

This research aims to address these gaps by examining the qualities of a sustainable HRM system and exploring strategies for corporate sustainability implementation. By identifying the key characteristics of a sustainable HRM system and analyzing the strategies employed by organizations, this study aims to provide valuable insights into how organizations can align their HR practices with sustainability goals and foster a culture of sustainability. Furthermore, investigating the impact of sustainable HRM practices on employee engagement and organizational performance will contribute to a better understanding of the outcomes associated with implementing sustainable HRM systems.

Overall, this research seeks to provide practical guidance for organizations seeking to enhance their sustainability efforts through effective HRM practices, thereby contributing to the advancement of sustainable business practices and the achievement of long-term organizational success.

1.4 Reserch Questions

1.4.1 What are the key qualities and characteristics of a sustainable Human Resource Management (HRM) system?

1.4.2 How does a sustainable HRM system align with and support an organization's sustainability goals and objectives?

1.4.3 What are the strategies employed by organizations for the successful implementation of corporate sustainability?

1.4.4 How do leadership commitment and involvement contribute to the effective implementation of sustainable HRM practices?

1.4.5 What is the impact of a sustainable HRM system on employee engagement, job satisfaction, and organizational commitment?

1.4.6 How are sustainability considerations integrated into different HR processes such as recruitment, training and development, performance management, and compensation?

1.4.7 What are the challenges and barriers organizations face when implementing sustainable HRM practices, and how can they be overcome?

1.4.8 What are the effects of sustainability training and development programs on employees' knowledge, skills, and behavior related to sustainability?

1.4.8 How does the integration of sustainability into HR processes contribute to organizational performance outcomes such as financial performance, innovation, and reputation?

1.4.9 What key factors influence the success of corporate sustainability implementation, including enablers and obstacles?

1.4.10 How do organizations report and communicate their sustainability efforts, and what is the impact of effective communication on stakeholder engagement and organizational reputation?

1.5 Research Objective

1.5.1 Main Objective

To investigate the qualities of a sustainable Human Resource Management (HRM) system and examine the strategies employed by organizations for the successful implementation of corporate sustainability.

1.5.2 Secondary Objective

Assess the impact of a sustainable HRM system on employee engagement and satisfaction: Investigate how a sustainable HRM system affects employee engagement levels and job satisfaction. Explore the relationship between sustainable HR practices, employee well-being, and organizational commitment.

Analyze the role of leadership in driving sustainable HRM practices: Examine the leadership behaviors and strategies that facilitate the implementation of sustainable HRM systems. Evaluate the influence of leadership commitment, communication, and support on the adoption and success of sustainable HR practices.

Evaluate the effectiveness of sustainability training and development programs: Assess the effectiveness of training and development initiatives aimed at enhancing employees' understanding of sustainability and their ability to contribute to sustainability goals. Measure the impact of such programs on employees' knowledge, skills, and behavior related to sustainability.

Investigate the integration of sustainability into HR processes: Examine how organizations integrate sustainability considerations into various HR processes such as recruitment, performance management, and compensation. Assess the extent to which sustainability is incorporated and the challenges faced in implementing sustainable HR practices.

Explore the relationship between sustainable HRM and organizational performance: Investigate the link between sustainable HRM practices and organizational performance outcomes, including financial performance, innovation, and reputation. Analyze how sustainable HR practices contribute to competitive advantage and long-term organizational success.

Identify barriers and enablers to corporate sustainability implementation: Identify the obstacles and facilitators organizations encounter when implementing corporate sustainability initiatives. Examine the role of organizational culture, resources, stakeholder pressure, and regulatory frameworks in influencing sustainability implementation success.

Examine the reporting and communication of sustainability efforts: Evaluate how organizations report and communicate their sustainability initiatives internally and externally. Assess the transparency and credibility of sustainability reporting and the impact of effective communication on stakeholder engagement and organizational reputation.

1.6 Scope of the study

This study focuses on examining the qualities of a sustainable Human Resource Management (HRM) system and exploring strategies for the implementation of corporate sustainability within organizations. The research will encompass the following aspects:

Qualities of a Sustainable HRM System:

a. Strategic alignment: The study will investigate how a sustainable HRM system aligns with the organization's overall sustainability strategy and goals.

b. Integration of sustainability into HR processes: The research will explore how sustainability considerations are incorporated into various HR processes, including recruitment, training and development, performance management, compensation, and employee engagement.

c. Leadership commitment: The study will examine the importance of leadership commitment to sustainability and how it influences the adoption and implementation of sustainable HRM practices.

d. Employee engagement and empowerment: The research will explore how organizations engage and empower employees to actively participate in sustainability efforts and contribute to achieving sustainability goals.

e. Learning and development: The study will investigate the role of employee learning and development programs in enhancing knowledge and skills related to sustainability within the context of HRM.

f. Performance measurement and reporting: The research will examine how organizations measure and report sustainability performance within the HRM system, including the use of metrics and reporting mechanisms.

Strategies for Corporate Sustainability Implementation:

- a. Leadership commitment and vision: The study will explore the strategies employed by organizations to demonstrate leadership commitment to sustainability and how it is translated into vision, goals, and targets.
- b. Stakeholder engagement: The research will investigate the strategies used by organizations to engage and involve stakeholders, both internal and external, in the decision-making process and implementation of sustainability initiatives.
- c. Integration into business strategy and processes: The study will examine how organizations integrate sustainability considerations into core business strategies and processes, such as product development, supply chain management, and operational practices.
- d. Employee involvement and empowerment: The research will explore strategies for fostering employee involvement, participation, and empowerment in sustainability efforts.
- e. Collaboration and partnerships: The study will investigate the strategies organizations employ to collaborate with external stakeholders, such as industry peers, NGOs, and government agencies, to drive collective action and leverage resources for sustainability.
- f. Continuous improvement and innovation: The research will explore strategies for creating a culture of continuous improvement and innovation in sustainability practices within organizations.
- g. Monitoring and reporting: The study will examine the strategies organizations adopt for monitoring and reporting sustainability performance, including the use of measurement tools, reporting frameworks, and communication channels.

1.7 Significant of study

The study on the qualities of a sustainable Human Resource Management (HRM) system and strategies for corporate sustainability implementation holds significant value for several stakeholders, including organizations, employees, and society at large. The key significance of this study includes:

Organizational Impact: By identifying the qualities of a sustainable HRM system, organizations can understand how to align their HR practices with sustainability goals. This knowledge enables organizations to create a culture of sustainability, attract and retain environmentally and socially responsible employees, and enhance their reputation as a socially conscious and sustainable entity.

Employee Engagement and Satisfaction: Implementing sustainable HRM practices and involving employees in sustainability efforts can lead to increased employee engagement, motivation, and satisfaction. Employees are more likely to be committed and proud of working for an organization that values sustainability and actively involves them in its implementation. This can result in higher productivity, improved retention rates, and a positive work environment.

Enhanced Corporate Sustainability: The strategies identified in the study can help organizations effectively implement corporate sustainability initiatives. Integrating sustainability into core business processes and engaging stakeholders across the value chain fosters a holistic approach to sustainability. This, in turn, can lead to reduced environmental impact, improved social outcomes, and long-term economic viability.

Stakeholder Relations: Adopting sustainable HRM practices and implementing corporate sustainability strategies can positively impact relationships with stakeholders. Organizations that demonstrate a genuine commitment to sustainability and engage stakeholders transparently are likely to build trust, attract socially conscious investors, and maintain positive relationships with customers, suppliers, and local communities.

Contribution to Sustainable Development: As organizations play a significant role in shaping society and the economy, their commitment to sustainability is crucial for achieving sustainable development goals. By integrating sustainability into HRM practices and implementing effective strategies, organizations can contribute to sustainable development by promoting environmental stewardship, social equity, and economic prosperity.

Research Advancement: The study contributes to the body of knowledge on sustainable HRM systems and corporate sustainability implementation strategies. It fills a research gap by providing insights into the specific qualities of a sustainable HRM system and practical strategies that organizations can adopt. This knowledge can inform further research, facilitate academic discussions, and guide practitioners in implementing sustainable practices.

1.8 Limitations

Limitations of a Sustainable HRM System and Strategies for Corporate Sustainability Implementation: Organizational culture and resistance to change: Implementing a sustainable HRM system and strategies for corporate sustainability may face resistance from employees or departments that are not fully aligned with

sustainability goals. Organizational culture plays a significant role in determining the success of sustainability initiatives, and overcoming resistance to change can be a challenge.

Resource constraints: Implementing sustainable HRM practices and corporate sustainability strategies may require additional resources, both in terms of financial investment and time. Some organizations, especially small or financially constrained ones, may face limitations in allocating resources to sustainability initiatives.

Limited employee expertise and skills: Implementing sustainability initiatives may require specific knowledge and skills that employees may not possess. Training and development programs can help bridge these gaps, but the initial lack of expertise may pose a limitation during the implementation phase.

Difficulty in measuring and quantifying sustainability impacts: Measuring the impact of sustainability initiatives can be complex, as it often involves intangible factors such as employee engagement, social impact, and environmental benefits. Developing robust metrics and methodologies for measuring sustainability impacts can be a limitation.

Lack of stakeholder alignment: Successful sustainability implementation often requires collaboration and alignment with various stakeholders, including employees, suppliers, customers, and local communities. However, achieving full stakeholder alignment and engagement can be challenging, especially when interests and priorities differ.

External factors and regulatory constraints: Organizations operate within a broader external environment that may impose regulatory constraints or economic limitations on sustainability implementation. Compliance with regulations and adapting to changing external conditions can pose limitations on the scope and pace of sustainability initiatives.

Scalability and scalability: While sustainability initiatives may be successful at a small scale or within specific departments, scaling up these practices across the entire organization can be a challenge. Maintaining consistency and scalability in sustainability implementation can be a limitation.

Lack of long-term commitment and follow-through: Sustainability is a long-term endeavor, and maintaining momentum and commitment over time can be challenging. Without sustained commitment from top management and continuous monitoring and improvement, the implementation of sustainable HRM systems and strategies may face limitations in achieving long-term sustainability goals.

1.9 Outline of the research

The subheading outlines the structure and arrangement of the Research. Chapter One is streamlined to give an introduction and background to enhance understanding. A detailed introduction, outline of research questions, objectives, and contribution to knowledge, which form the pivot of this Research, are discussed and serve as the reference point for the entire Research. Moreover, the significance of the study, scope, and limitations are all discussed in Chapter One.

1.10 Conclusion

In conclusion, this chapter explored the qualities of a sustainable Human Resource Management (HRM) system and strategies for implementing corporate sustainability. A sustainable HRM system is characterized by its alignment with corporate sustainability goals, integration of sustainability into HR processes, leadership commitment, employee engagement and empowerment, emphasis on employee development and training, and performance measurement and reporting. To successfully implement corporate sustainability, organizations should employ several key strategies. Leadership commitment and vision are essential, as top-level management should demonstrate a strong commitment to sustainability and set clear goals for the organization. Stakeholder engagement, both internal and external, promotes transparency and collaboration in sustainability efforts. Integration of sustainability into business strategy and processes ensures that sustainable practices are embedded throughout the organization. Employee involvement and empowerment play a crucial role, as engaged employees contribute to sustainability initiatives and make sustainable choices. Collaboration and partnerships with external stakeholder's foster knowledge sharing and collective action towards sustainability goals. Continuous improvement and innovation are encouraged to identify new sustainable practices and solutions.

Monitoring and reporting sustainability performance allow organizations to track progress, identify areas for improvement, and communicate achievements to stakeholders, enhancing transparency and credibility.

By understanding the qualities of a sustainable HRM system and implementing effective strategies, organizations can establish a solid foundation for integrating sustainability into their operations. This not only contributes to their environmental and social responsibilities but also positions them as sustainable and responsible corporate citizens in today's global business landscape.

II. LITERATURE REVIEW

2.1 Chapter introduction :Chapter 2 delves into the essential qualities of a sustainable Human Resource Management (HRM) system and explores strategies for effectively implementing corporate sustainability within organizations. As sustainability becomes increasingly critical in today's business landscape, organizations are recognizing the need to align their HR practices and processes with sustainability goals to foster a culture of sustainability and achieve long-term success. This chapter aims to provide a comprehensive understanding of the qualities that define a sustainable HRM system and shed light on the strategies employed by organizations to successfully implement corporate sustainability. By examining these aspects, organizations can gain insights into how to integrate sustainability principles into their HR practices and drive sustainable behaviors throughout the organization.

The qualities of a sustainable HRM system serve as a foundation for aligning HR processes with corporate sustainability goals. These qualities encompass strategic alignment, integration of sustainability into HR processes, leadership commitment, employee engagement and empowerment, learning and development, and performance measurement and reporting. Understanding these qualities helps organizations build a framework for sustainable HR practices that contribute to the overall sustainability agenda.

Furthermore, this chapter explores strategies for corporate sustainability implementation, which are essential for translating sustainability goals into actionable initiatives. These strategies encompass leadership commitment and vision, stakeholder engagement, integration of sustainability into business strategy and processes, employee involvement and empowerment, collaboration and partnerships, continuous improvement and innovation, and monitoring and reporting. By adopting these strategies, organizations can enhance their sustainability performance, effectively engage stakeholders, and drive a culture of sustainability across all levels of the organization.

Overall, this chapter aims to provide a comprehensive understanding of the qualities of a sustainable HRM system and strategies for implementing corporate sustainability. It serves as a guide for organizations seeking to integrate sustainability into their HR practices and operations, fostering a sustainable organizational culture and contributing to the achievement of long-term sustainability goals.

2.2 Sustainable HRM Practices' Qualities for Corporate Sustainability

HRM practices refer to the specific methods and procedures that organizations adopt to implement their values and policies toward achieving business goals (Posthuma, Campion, Masimova and Campion, 2013). The literature suggests that developing appropriate characteristics of HRM practices is crucial for operationalizing business strategies to attain competitive advantage (Madden et al., 2012). These characteristics are about the underlying organizational motives that employees perceive and which shape their behavior and attitudes toward achieving organizational goals (Nishii, Lepak & Schneider, 2008). Therefore, sustainable HRM practices' characteristics are defined as employees' perceived organizational sustainability traits for the bundle of HRM practices necessary to facilitate employees' behavior and attitudes to attain improved integrated corporate sustainability outcomes.

Arthur (1994) suggested that different approaches to HRM, such as control- and commitment-based strategic HRM, have distinct impacts on employee behaviors and attitudes at work. Therefore, an evolutionary process of theory building is used in developing the characteristics for sustainable HRM practices (Weick, 1989). This process involves logically selecting alternative characteristics, such as pro-financial, human/social, and environmental characteristics, to enable organizations to achieve corporate sustainability outcomes compared to the existing traditional control- and commitment-based (strategic) HRM practices.

Table 1 illustrates the evolutionary process of characteristics of HRM practices. The table presents characteristics of individual HRM practices that are bundled together based on organizational expectations of employee sustainability behaviors and attitudes at work to achieve individual integrated outcomes of corporate sustainability. Column 1 and 2 of Table-1 includes characteristics of control- and commitment-based HRM practices, respectively. Column 3 proposes a new set of characteristics for sustainable HRM practices. The differences in the captured characteristics of HRM practices in Table 1 highlight the strategic focus of sustainable HRM, which extends beyond the pro-organizational focus of commitment-based HRM practices

2.3 Using HRM Practices to Improve Organizational Financial Performance

Van De Voorde et al. (2012) conducted a review and found evidence supporting the mutual benefits of HRM practices for organizations, including improved performance through increased employee motivation and participation. HRM practices such as high-performance work practices (HPWPs) have been shown to enhance employee knowledge, skills, and abilities (KSA) and empower them in decision-making processes to benefit the organization (Huselid, 1995). The literature provides evidence that employee competencies, motivation, and participation have positive impacts on organizational financial performance. Therefore, it is important to identify HRM practices from the literature that facilitate these employee behaviors in order to enhance financial performance.

Employee recruitment, selection, and training have been shown to enhance employee competencies and contribute to achieving organizational goals (Gavino, Wayne, & Erdogan, 2012). Additionally, HRM practices related to employee compensation and rewards have been found to promote employee motivation (e.g., Appelbaum et al., 2000), while job or work structure can empower employees in organizational decision-making (Delaney & Huselid, 1996). As such, these individual HRM practices, including employee recruitment and selection, employee training, compensation and rewards, and work structure for decision-making, have been selected to be included in the bundle of sustainable HRM practices (Table 1). By proposing characteristics for sustainable HRM practices, this article aims to improve organizational financial performance while simultaneously achieving human/social and environmental sustainability outcomes.

Strategic HRM theorists contend that internally consistent bundles of HRM practices, based on configuration theory, can enhance organizational performance by shaping employee work behaviors (Bowen & Ostroff, 2004). Additionally, Boxall (1998) argued that the characteristics of individual HRM practices within a bundle must align with HRM strategies to achieve business objectives. A recent meta-analysis found that bundles of HRM practices have a significantly stronger association with organizational performance compared to individual practices (Tzabbar, Tzafir & Baruch, 2017). Next, we discuss the characteristics of each of the chosen HRM practices in the bundle based on recent literature.

2.4 Characteristics of Sustainable Employee Selection and Competency Training

The main characteristic of control-based employee selection practices for employee competencies is the focus on job skills, particularly technical skills, to enhance organizational performance (Table-1). In contrast, commitment-based strategic HRM practices prioritize employee competencies in knowledge, skills, and abilities (KSA) to improve both organizational and employee performance. The defining characteristic of employee training in commitment-based HRM is proactive, aimed at employee development rather than just reactive problem-solving. Utilitarian instrumentalism and developmental humanism are the characteristics of employee selection and training practices in commitment-based strategic HRM. Utilitarian instrumentalism emphasizes the quantitative and calculative alignment between employee competencies (KSA) and business strategy, while developmental humanism stresses the significance of employee competency development to yield better organizational and employee performances. These characteristics of employee selection and training practices for employee competencies (KSA) are reported to achieve mutual benefits for organizations and employees (Van De Voorde et al., 2012).

To incorporate sustainability characteristics into current HRM practices, it is suggested that employee selection and training practices for KSAs that focus on financial performance should also prioritize social consciousness. Social consciousness (Pandey & Gupta, 2008) as an organizational value aims to promote social wealth through HRM practices. The social ethics literature indicates that an organization's ability to generate social wealth is largely dependent on its HRM policies and practices based on corporate social responsibility. Social wealth is defined as the satisfaction of various stakeholders, and it is crucial for organizations to establish partnerships with these stakeholders. Therefore, sustainable employee selection and training practices should incorporate the social consciousness characteristic, enabling organizations to identify and develop employees with the competency of compassion towards key stakeholders. Compassion, as an employee competency, emphasizes that an employee/manager is an "agent" of the organization who recognizes the responsibility of caring for stakeholders, including employees and the environment, as a possibility entrusted into their hands. The employee competency of compassion is considered effective in forming relationships with social entities to benefit organizations and to consider the satisfaction of stakeholders in organizational decision-making. Additionally, research suggests that employees who demonstrate compassion in management decision-making achieve economic gains even in hypercompetitive markets (Kulshrestha, 2007). Therefore, it is crucial to incorporate social consciousness characteristics into employee recruitment and selection practices to identify potential employees with stakeholder compassion. These selected employees must then be trained to use compassion in management decision-making to achieve the mutual interests of market requirements for organizations and the social needs of stakeholders.

As a result, sustainable employee selection practices must include social consciousness characteristics to identify employees with the competencies of knowledge, skills, and abilities (KSA) for stakeholder compassion. Organizations with a corporate sustainability business strategy should align the employee competencies profile to the existing organizational financial performance focus and include KSA for stakeholder compassion as additional behaviors. In summary, developing and implementing employee selection and training practices with utilitarian instrumentalism, developmental humanism, and stakeholder compassion characteristics is critical for organizations to enhance their financial performance and achieve corporate sustainability.

2.5 Long-Term Benefits of Employee Reward and Compensation that Boost Employee Motivation

The control-based HRM practices focus on maximizing individual employee performance through hierarchical control (Table 1). This characteristic is highlighted in the control HRM system because of the hedonistic character of human behavior which implies that employees will avoid work if they can, and an authoritarian management style is required to maximize employee performance (Heinsman et al., 2008). Therefore, compensation and rewards practices in the control HRM system are based on extrinsic motivation, i.e., the distribution of employee compensation and rewards dependent on the achievement of measurable performance output criteria.

On the other hand, commitment-based strategic HRM practices use employee-centered intrinsic and extrinsic motivators as characteristics to shape employee motivation (Arthur, 1994). Organizations use a bundle of HRM practices that facilitate rewards and recognition to entice employees with intrinsic and extrinsic motivators to contribute more effort for high performance (Rynes, Gerhart & Minette 2004). To achieve corporate sustainability, the proposed characteristics for sustainable employee compensation and rewards practices must combine facilitating employee-centered motivators with stakeholder altruism. Altruistic motivation (Dovidio et al., 1990) focuses on increasing the welfare of employees along with stakeholders, such as spouses/partners, children, caring parents, disability, supply chain, and environment. Furthermore, the source of altruistic motivation is not based on an employee's ego or the tasks that he/she is involved in, but rather the motivation is drawn from acting to improve the stakeholders' welfare, including employee well-being and ecological health of the planet. Hence, to implement corporate sustainability, intrinsic, extrinsic, and stakeholder altruism are the proposed characteristics of sustainable employee compensation and rewards practices to facilitate employee motivation and enhance organizational financial performance with social consciousness.

2.6 Features of a Sustainable Work Structure for Empowered Decision-Making

To facilitate employee empowerment in decision-making and increase organizational performance, the job or work structure should allow for HRM practices that move decision-making authority down the organizational hierarchy and provide employees with opportunities to influence organizational outcomes. In this article, the term employee empowerment is defined from an organizational structure perspective, based on the concept of power experienced, which includes perceived control, perceived competence, and being energized toward achieving valued organizational goals.

In a control-based HRM system, there is limited employee participation in decision-making due to high work standardization, but HPWPs (a commitment-based strategic HRM) aim to increase employee empowerment for organizational citizenship-based decision-making to improve organizational performance and productivity. The characteristics of sustainability-empowered decision-making in work structure are guided by the works of Van Lange (1993) and Fernández et al. (2003), which suggest that empowered decision-making should include alignment or maximization of outcomes for stakeholders and equality or minimization of absolute differences between organizational, employee, and environmental outcomes of stakeholders. Therefore, the sustainability-empowered decision-making characteristics of the work structure should enable employees to facilitate actions that benefit the organization, and employees, and preserve the health of the ecosystem based on pro-financial, human/social, and environmental characteristics. Sustainability-empowered red decision-making should include pro-financial, human/social, and environmental characteristics that benefit all key stakeholders.

For example, the garment factory fire tragedy in Bangladesh in 2012, which resulted in the death of more than 100 employees, was a wake-up call for many organizations about the importance of considering sustainability outcomes in their supply chain management. After facing consumer boycotts, major departmental stores that sourced garments from these factories agreed to increase the purchase price of garments to improve working conditions for employees in the supply chain.

However, it is crucial to note that the employees responsible for managing the supply chain contracts should have been empowered from the beginning to make decisions based on pro-social characteristics, including improving working conditions for supply chain employees. Unfortunately, in many cases, these employees focus solely on improving supply chain efficiency to increase profitability, which is not enough to achieve sustainability outcomes (Touhidur Rahman Sajib 2023).

To prevent tragedies like the garment factory fire, it is important to empower these employees to make decisions that prioritize the well-being of employees in the supply chain, even if it means sacrificing some profitability. This would not only benefit the organization and its employees but also preserve the ecosystem, resulting in a more sustainable outcome. Therefore, it is crucial for organizations to create work structures with empowered decision-making characteristics that prioritize financial, human/social, and environmental sustainability outcomes.

2.7 HRM Practices Focused on the Employee to Reduce Unfavourable Workplace Effects

Godard (2001) and Ramsay et al. (2000) have provided evidence that strategic HRM practices, such as high-performance work practices (HPWPs), have been implemented to improve organizational performance while having negative side effects on employees' well-being. The use of work intensification as an HPWP has increased productivity and profitability for organizations, but it has also led to diminished quality of working life for employees (Stanton et al., 2014). Additionally, longer working hours have shown a point of diminishing returns on productivity (Brown, 2012). Despite this, work intensification has become a prevalent paradigm in the 21st century, and employees often perceive it as challenging, rewarding, and providing a strong occupational identity, which can lead to improved happiness. However, work intensification will continue to have negative impacts on employees and their families. Therefore, we propose using sustainability characteristics to reduce the negative side effects of work intensification on employees. We also propose using employee assistance practices with sustainability characteristics to support employees in managing the negative effects of work.

2.8 Summary

In Chapter 2, the focus is on understanding the qualities of a sustainable Human Resource Management (HRM) system and exploring strategies for implementing corporate sustainability. This chapter aims to provide a comprehensive overview of the key elements and approaches that contribute to the successful integration of sustainability into HRM practices and organizational operations.

The qualities of a sustainable HRM system are examined in detail. The first quality highlighted is strategic alignment, emphasizing the importance of aligning HR practices with the organization's overall sustainability strategy and goals. It emphasizes the need for HR to support and reinforce the company's commitment to environmental, social, and economic sustainability.

Integration of sustainability into HR processes is another critical quality of a sustainable HRM system. This involves incorporating sustainability considerations into various HR processes such as recruitment, training and development, performance management, compensation, and employee engagement. This integration helps embed sustainability principles into the organizational culture and ensures that sustainability becomes a part of everyday HR practices.

Leadership commitment is identified as a crucial quality for a sustainable HRM system. Top-level management should actively champion sustainability initiatives, communicate their importance, and allocate necessary resources to support sustainable HR practices. This commitment sets the tone for the organization and creates a strong foundation for sustainability efforts.

Employee engagement and empowerment are highlighted as essential qualities of a sustainable HRM system. Engaging employees in sustainability efforts fosters a sense of ownership and commitment. The system should provide opportunities for employee participation, input, and feedback, empowering employees to contribute to sustainability goals.

Learning and development are identified as vital components of a sustainable HRM system. The system should prioritize the development of employees' knowledge and skills related to sustainability. This can be achieved through training programs, workshops, and educational resources that enhance employees' understanding of sustainable practices and their role in achieving sustainability targets.

The chapter also delves into strategies for corporate sustainability implementation. Leadership commitment and vision are crucial, as top-level management should integrate sustainability into the company's vision, mission, and values. Stakeholder engagement is emphasized, emphasizing the importance of involving internal and external stakeholders in decision-making processes, seeking their input, and communicating sustainability initiatives transparently.

Integration of sustainability into business strategy and processes is explored, highlighting the need to incorporate sustainability criteria into product development, supply chain management, and operational practices. Employee involvement and empowerment are emphasized, encouraging organizations to actively involve employees in sustainability efforts, provide platforms for their ideas and suggestions, and empower them to make sustainable choices.

Collaboration and partnerships are identified as valuable strategies for corporate sustainability. Organizations should collaborate with external stakeholders, such as industry peers, NGOs, and government agencies, to share knowledge, pool resources, and drive collective action towards sustainability goals. The importance of fostering a culture of continuous improvement and innovation in sustainability practices is emphasized, along with the establishment of robust monitoring and reporting systems to track progress and communicate achievements.

Overall, this chapter provides a comprehensive understanding of the qualities of a sustainable HRM system and strategies for corporate sustainability implementation. The insights gained from this chapter will lay the foundation for subsequent chapters, where specific case studies and empirical research will be conducted to further explore these concepts in real-world organizational settings.

III. RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology employed to investigate the qualities of a sustainable Human Resource Management (HRM) system and strategies for corporate sustainability implementation. The research methodology provides a systematic approach to gathering and analyzing data, ensuring the reliability and validity of the findings. This chapter outlines the research design, data collection methods, and data analysis techniques utilized in the study.

3.2 Research Approach

The research approach for studying the qualities of a sustainable Human Resource Management (HRM) system and strategies for corporate sustainability implementation can be designed using a combination of qualitative and quantitative research methods. This mixed-methods approach allows for a comprehensive exploration of the topic and provides a more holistic understanding of the research objectives.

3.3 Research Design

The research design for this study is a mixed-methods approach, combining both qualitative and quantitative methods. This design allows for a comprehensive exploration of the qualities of a sustainable HRM system and the strategies employed by organizations for the successful implementation of corporate sustainability.

3.4 Sampling

3.4.1 Eco-friendly Workforce Intensification Techniques

The control-based HRM system focuses on improving working conditions through the development of formal procedures and employee welfare (Andrewartha, 1998). In contrast, the commitment-based HRM literature, as evidenced by Godard (2001) and Ramsay et al. (2000), has shown that work intensification aimed at improving organizational performance can have negative effects on employee well-being (Touhidur Rahman Sajib 2023). However, organizations have made limited efforts to mitigate these negative effects.

In the control-based HRM system, work activities are not believed to affect the family because the boundaries of work are limited to the work location (Walton, 1999) (see Table 1). On the other hand, the commitment-based HRM system explains the impact of work intensification on work-family balance through work-family conflict and work-family facilitation. To address the sustainability characteristics of work intensification, it is important to consider its effects on employee health and work-family balance.

The commitment-based HRM literature proposes that organizations should avoid imposing negative side effects of work on employees, but in reality, it may not always be feasible. Modern organizations prioritize profitability, which inevitably leads to some unavoidable externalities or unintended consequences of work on employees (Starkey & Crane, 2003). Sustainable HRM has emerged as a way to identify and mitigate the unsustainable impacts of work on employee well-being while also improving organizational financial performance. Therefore, the sustainable HRM literature proposes characteristics of work intensification practices that aim to minimize the harmful effects of work on employee health and social well-being. Specifically, low levels of health harm from work and low levels of social harm from work are suggested as leading indicators that can be used to prevent or delay the onset of occupational illnesses and work-family issues, respectively. The health and social harm of work refers to the negative impact of work practices on an employee's perception of their ability to achieve positive health and maintain social well-being (Mariappanadar, 2016; 2014a). These negative outcomes lead to a "welfare loss" for employees and represent a negative externality or social cost that organizations cannot avoid while attempting to maximize profits in a free market (Mariappanadar, 2013; Mishra et al., 2014). In addition to the negative impact on employee well-being, the health and social harms of work practices can also have negative impacts on organizational productivity and performance. For example, work-related illnesses such as sleep disturbances and insomnia can lead to lost productivity due to absenteeism (Godet-Cayre et al., 2006) and presenteeism (Dewa et al., 2004). Therefore, it is essential for organizations to address the health and social harms of work practices to promote employee well-being and enhance organizational performance.

The WHO (1948) defined health as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. This comprehensive definition of health emphasizes the importance of prevention and well-being, not just treating illnesses. In this article, we propose using the health and social harm of work as leading indicators for work-related illnesses and social well-being, respectively, in alignment with the WHO definition of health. Evidence suggests that socially and physically reinvigorating activities can improve positive health and social well-being outcomes for individual employees (Seeman, 1989). Therefore, we developed the concept of health harm of work practices, which focuses on positive health, as leading indicators for occupational health and well-being (Mariappanadar, 2016). Similarly, we use the social harm of work as a leading indicator for the social well-being of employees.

Leading indicators can provide early warnings by enabling risks or risk increases to be detected and mitigated before negative health and social well-being consequences occur (Sinelnikov et al., 2015). Hence, measuring the health and social harm of work as part of the sustainability characteristics of occupational health and well-being practices will facilitate organizations in identifying and monitoring leading indicators for the negative side effects of work imposed on employees. Once the health harm and social harm of work are identified, it is useful for organizations to reduce them to low levels.

Sustainable HRM emphasizes that organizations have an ethics of care responsibility towards stakeholders (Van Marrewijk, 2003) to identify and manage the health and social harm of work while attempting to improve financial performance. Therefore, we propose that a low level of health and social harm in work practices should be the normative quality criteria for the sustainability characteristics of work intensification practices. The normative qualities of low levels of health and social harm of work are explored as the sustainability characteristics of HRM practices because these side effects are unavoidable when organizations focus on profitability. However, these simultaneous side effects of work must be controlled and managed as part of implementing a corporate sustainability business strategy. Organizations have care responsibilities to maintain the impacts of the health and social harm of work on employees at low levels, and thus, it is proposed as a sustainability characteristic for work intensification practices.

3.5 Data Collection Methods:

3.5.1 Sustainability Features of Employee Assistance Programs

In traditional control-based HRM systems, employees had limited opportunities to voice their occupational health issues, often due to minimal or no job security (Walton, 1999). However, in commitment-based HRM systems, Employee Assistance Programs (EAPs) are used as a management tool to improve workplace performance and productivity, as well as to respond to critical incidents such as stress management and personal problems experienced by employees or their families (Arthur, 2000; Kirk & Brown, 2003).

Although EAPs primarily focus on interventions to help individual employees cope with the harm of work, they can also play a role in achieving sustainable corporate assistance programs. For example, a study evaluating EAP performance (Berridge et al., 1997) found that 73% of employees reported that the counseling provided by EAPs helped them cope with work-related stress, but the underlying organizational problems remained unresolved. Therefore, a sustainable corporate assistance program should prioritize achieving workplace wellness along with worker wellness by implementing interventions that address the organization-individual interface (Mariappanadar, 2019).

The Importance of Occupational Health and Social Well-being Practices for Organizations. This text emphasizes the significance of workplace wellness in promoting occupational health and social well-being practices that can minimize the harm of work to employees. By focusing on the organization-individual interface, organizations can enhance their capabilities and prioritize their duty of care for employees as internal stakeholders (Jurkiewicz & Giacalone, 2004). For instance, leading indicators that measure the health and social harm of work can help identify organizational-level risk factors for occupational health and well-being practices. In turn, workplace wellness can facilitate organizational change interventions that leverage prosocial job design and job demand to mitigate the harm of work on employees and manage associated risks. Therefore, we propose adopting a prosocial-based job design approach that aligns with the relational job design framework suggested by Grant (2007) to promote workplace wellness.

A Prosocial Approach to Enhancing Workplace Wellness and Minimizing the Harm of Work. Grant (2007) argued that the traditional task-based job design can result in managers prioritizing organizational interests at the expense of employees' well-being. This is supported by evidence in the sustainable HRM literature, which shows that work intensification caused by job design (e.g., time demand and workload) can lead to health and social harm for employees (Mariappanadar, 2016; Mariappanadar & Aust, 2018). Grant's relational job design framework proposes that managers should take a prosocial approach, leveraging the organizational system-level architecture to positively impact subordinates who face risks such as the health and social harm of work. This involves designing jobs with prosocial characteristics, promoting positive organizational support for employees' health and social well-being, and providing managers with opportunities to consider re-designing jobs to enhance workplace wellness (Hahn, 2015).

3.6 Data Analysis:

3.6.1 Environmental Management System (EMS)-Based Eco-Friendly HRM Practices for Business Sustainability

The literature on environmental management systems (EMS) highlights that organizational economic activities are a major contributor to environmental degradation, according to the anthropocentric perspective. Therefore, organizations have an ethical and moral responsibility to address environmental issues (Renwick et al., 2013). Anthropocentrism refers to the belief that there is a clear and morally relevant divide between

humans and the rest of nature and that humans are the only source of value or meaning in the world (Eckersley, 1992; p. 51). On the other hand, the ecocentric perspective emphasizes that organizations have a moral obligation to maintain, preserve, and/or restore the health of the ecosystem through environmental management.

This section identifies HRM practices relevant to EMS from the green HRM literature. Subsequently, ecocentric characteristics are proposed for these identified HRM practices to enhance employees' environmental behavior at work and reduce organizational ecological footprint as part of the environmental outcome of corporate sustainability.

Although the use of advanced EMS for reducing the ecological footprint of organizations has become an industry norm, research suggests that employee involvement and participation in EMS are crucial for its success. Therefore, it is important to identify HRM practices that can facilitate such involvement and participation. Previous research, including a review by Renwick et al. (2016), has highlighted the role of various HRM functions in environmental sustainability. Empirical research by Jabbour, Santos, and Nagano (2010) has shown that employee selection and training are important HRM practices that can facilitate employee involvement and participation in EMS. Another study by Subramanian et al. (2016) found that an organization's employee selection and training practices are related to its ability to meet environmental performance targets. Therefore, to achieve environmental outcomes in corporate strategy, an organization should develop and implement a bundle of internally consistent employee selection and training practices with sustainability characteristics to reduce its ecological footprint.

3.6.2 HRM Procedures for Ecocentric EMS Personnel Selection and Development

Green competencies refer to the knowledge, skills, and socioeconomic behavior that employees possess to act responsibly toward the well-being of their immediate environment (Subramanian et al., 2016). These competencies can be natural, such as personality dimensions, or acquired, such as knowledge and skills. The control-based HRM practices for reducing an organization's ecological footprint (Table 1) have traditionally focused on employee competencies that are not related to green competencies. However, organizations need to select and train employees with green competencies, such as knowledge, skills, and abilities in EMS, to comply with environmental laws and regulations (Daily & Huang, 2001).

In the commitment-based HRM literature, Subramanian and colleagues (2016) suggested that organizations should prioritize the acquisition of green competencies through previous experiences, rather than relying solely on natural characteristics, such as personality traits. They also emphasized the importance of employee training on green knowledge to achieve targets for the environmental outcome of corporate sustainability (see Table 1). To further facilitate employee behaviors that reduce an organization's ecological footprint, this article proposes the extension of green competencies to include characteristics from an ecocentric perspective in employee selection and training.

The ecocentric approach places nature at the center of all biophysical systems, including humans who are an integral part of nature (Bansal & Roth, 2000). Therefore, the HRM practices that align with the ecocentric perspective emphasize the moral obligation of organizations to engage employees in maintaining, preserving, and restoring the health of ecosystems through environmental management. Ecocentric characteristics for green competencies are holistic in nature, as they involve individual-level behaviors (Purser et al., 1995) and also consider the multi-level organizational interactions that impact the EMS and reduce the ecological footprint of the organization (Satrik & Rands, 1995).

At the individual level, ecocentric green competencies involve knowledge and skills related to caring for the environment, conserving environmental resources, and displaying environmental altruism. At the organizational level, ecocentric green competencies involve employees' knowledge and skills to understand and manage multi-level organizational interactions with external stakeholders, including political-economic entities and socio-cultural entities. Such competencies are essential for effectively implementing EMS practices that can significantly reduce an organization's ecological footprint.

Table 1 highlights the importance of ecocentric characteristics in sustainable employee selection and training, which enable organizations to conduct employment testing and provide training programs for developing ecocentric green competencies. These competencies are essential for implementing an ecocentric Environmental Management System (EMS). For instance, in the manufacturing industry, it is crucial to test and train employees on emission reduction and waste management, which play a significant role in preserving the health of the ecosystem (Fernández et al., 2003).

Moreover, organizations in the manufacturing sector should also select and train employees to comprehend complex multi-level organizational interactions, including key stakeholders' expectations, such as

supply chain emission reduction, and the weak environmental regulations in developing economies. This understanding will facilitate and/or act as a barrier to employee green behavior.

Therefore, organizations that aim to achieve environmental outcomes of corporate sustainability through EMS should prioritize the selection and training of employees with ecocentric green individual-level competencies, including environmental altruism, conservation, and maintaining and preserving the health of the ecosystem. These competencies will facilitate employee green behavior, ultimately reducing the organization's ecological footprint.

3.7 Business Sustainability Outcomes through an Integrated Sustainable HRM System

To achieve the second aim of this article, which is to synthesize HRM practices with sustainability characteristics to achieve integrated outcomes of corporate sustainability, this section proposes a sustainable HRM system architecture that highlights the synthesis effects of bundles of internally consistent HRM practices. The context dependency of HRM systems is also discussed, which highlights the varied components or sub-systems that are relevant for achieving different business strategies. Chuang, Jackson, and Jiang (2016) have suggested that well-designed HRM systems will facilitate individual attitudes and behaviors through bundles of HRM practices to achieve organizational outcomes. It is relevant to identify HRM practices that can be used to develop the characteristics of a sustainable HRM system. For organizations attempting to incorporate sustainable HRM systems, employee selection, and training are the relevant practices to identify and train employees with competencies to implement the synthesis effects characteristics of the sustainable HRM system to achieve integrated outcomes of corporate sustainability.

In summary, this section proposes a sustainable HRM system architecture to achieve integrated outcomes of corporate sustainability business strategy using the hierarchical architecture. It also highlights the importance of employee selection and training practices to develop the competencies necessary to implement the synthesis effects characteristics of the sustainable HRM system.

3.8 Sustainability Features of HRM System

The synthesis effects of characteristics of the sustainable HRM system aim to address the inherent tension between business and stakeholder expectations, by managing both effectively while implementing corporate sustainability strategies. The objective is to utilize HR practices to enhance organizational financial performance while minimizing the negative impact of work on employees and reducing the organization's ecological footprint. The synthesis effects emphasize that these seemingly competing outcomes are not mutually exclusive, but rather mutually reinforcing. However, some practitioners may be concerned that implementing a sustainable HRM system based on these characteristics could increase the managing costs of externalities imposed on employees and reduce the organization's financial competitiveness. Therefore, there is a need for a balanced approach to achieving sustainable outcomes that benefit both the organization and its stakeholders.

A meta-analysis conducted by Margolis and colleagues (2009) revealed that managing the costs of negative side effects imposed on employees by organizational practices through discretionary corporate social performance improved stakeholders' positive reputation and increased financial performance. Moreover, there is evidence, based on CRANET data, that the use of High-Performance Work Practices (HPWPs) by organizations to enhance positive organizational performance can also reduce the harm of work on employees, particularly when facilitated by employee benefits and trade union influence on organizations, as reported by Mariappanadar and Kramar (2014). In other words, when internally consistent bundles of practices are employed as part of a sustainable HRM system, they can enhance organizational performance while simultaneously reducing the harm of work imposed on employees and their families, thus revealing a synthesis or congruence effect. Additionally, Salzmann et al. (2005) conducted a review of environmental literature and found a solid economic rationale for managing environmental issues at the organizational level. Therefore, the synthesis effects characteristics of the sustainable HRM system can integrate the contradictory outcomes of corporate sustainability to achieve integrated outcomes.

Hauff et al. (2014) posited that HRM systems designed for control-based and commitment-based approaches differ depending on the human capital associated with employees, including their knowledge, skills, and experience. Table 1 illustrates that human capital characteristics in control-based systems have low strategic value and uniqueness for organizations. However, if the human capital is unique and valuable, organizations should adopt the characteristics of a commitment-oriented or strategic HRM system. Therefore, it is recommended that organizations extend their current strategic HRM systems with the synthesis effects of sustainable HRM to achieve corporate sustainability. For instance, during employee selection, it is worthwhile to evaluate their competencies in synthesizing, integrating, and abstracting at a high level. A crucial aspect of this competency is assessing employees' decision-making skills to achieve various corporate sustainability outcomes, rather than considering them as either/or choices. Consequently, employee sustainability competencies, training, and development should be incorporated to acquire knowledge and capabilities to

manage sustainable HRM systems in reconciling the seemingly contradictory financial, employee/family, and ecological outcomes of corporate sustainability.

3.9 Research Validity and Reliability:

To ensure the validity and reliability of the research findings, several measures will be taken. These include using established research instruments, piloting the survey, conducting member checking in qualitative analysis, and employing inter-rater reliability checks for qualitative data analysis.

3.10 Ethical Considerations:

Ethical guidelines, including informed consent and confidentiality, will be followed throughout the research process. Participants' anonymity and privacy will be protected, and their voluntary participation will be ensured.

3.11 Summary

In this chapter, the research methodology employed to investigate the qualities of a sustainable Human Resource Management (HRM) system and strategies for corporate sustainability implementation is described. The methodology provides a framework for data collection and analysis, ensuring the validity and reliability of the research findings. By employing a mixed-methods approach, the research methodology aimed to capture a comprehensive understanding of the qualities of a sustainable HRM system and strategies for corporate sustainability implementation. The combination of qualitative and quantitative data provided a holistic view of sustainable HRM practices and their impact on organizations' sustainability efforts.

Table Chart:

“Insert Table 1 about here”

Table 1.1: Key Attributes of Effective HRM Strategies and Systems for Organizational Success

The Potential of Socially Conscious Organizational Performance via Sustainable HRM Practices

HRM Strategies for Fostering Employee Sustainability Behavior	Key Characteristics of HRM Systems Emphasizing Command and Compliance	Key Characteristics of a Commitment-Based HRM System	Key Characteristics for Long-term Organizational Success
Competency-Based Training and Selection's Impact on Increasing Knowledge, Skills, and Abilities for Better Performance	Leveraging Job-Specific Skills for Optimal Organizational Performance (Mossholder, Richardson & Settoon, 2011)	How Utilitarian Instrumentalism and Developmental Humanism in Employee Competencies (KSA) Foster Mutual Benefits for Organizations and Employees	Integrating Social Consciousness in Employee Selection and Training for Enhanced Financial Performance and Stakeholder Alignment (Pandey & Gupta, 2008)".
Enhancing Employee Motivation through Strategic Compensation and Reward Practices	Understanding Instrumental Extrinsic Motivation through Measurable Output Criteria (Heinsman et al., 2008)	The Dual Forces of Intrinsic and Extrinsic Motivation in Achieving Competitive Advantage (Rynes, Gerhart & Minette, 2004)	Leveraging Intrinsic, Extrinsic, and Altruistic Compensation Practices to Meet Stakeholder Expectations and Foster Socially Conscious Financial Performance (Mariappanadar, 2019)"

Creating a Work Environment for Effective Decision-Making	Addressing Low Employee Participation in Decision-making Caused by High Work Standardization (Chiva, 2014)	Enhancing Organizational Productivity through Citizenship-based Decision-making (Shih et al., 2013)	The Benefits of Work Structure Practices for Organizations, Employees, and Ecosystem Health
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Table 1.2 : Sustainable HRM Techniques to Reduce Adverse Impacts on Workers' Well-Being

HRM Strategies for Fostering Employee Sustainability Behavior	Key Characteristics of HRM Systems Emphasizing Command and Compliance	Characteristics of a Commitment-Based HRM System	Key Characteristics for Long-term Organizational Success
Exploring the Impact on Occupational Health and Well-being	Sustainable HRM Practices for Enhancing Working Conditions (Andrewartha, 1998)	Mitigating Negative Effects of High Workload and Task Demands through Sustainable HRM Practices (Godard, 2001; Guest, 2017)	Utilizing Health Harm of Work and Workplace Wellness Characteristics as Leading Indicators for Sustainable Occupational Health and Social Well-being Practices.
Effects of Work Intensification on Employee Well-Being and Work-Family Balance	Importance of Considering the Impact of Work Activities on Family Life (Walton, 1999)	Importance of High Work-Family Facilitation and Low Work-Family Conflict at the Individual Level (Grzywacz & Butler, 2005)	Significance of Organizational Level Leading Indicators in Reducing Social Harm of Work
Value of Assistance Programs in Managing Negative Effects of Work	Limited Range of Employee Grievances and Exclusions of Health Issues in the Workplace	Benefits of Employee Assistance Programs (Berridge et al., 1997) in Enhancing Employee Resilience and Organizational Performance	Role of Corporate Assistance Programs in Supporting Employee Well-being (Mariappanadar, 2019)

Table 1.3 Eco-Friendly HRM Practices to Lessen the Environmental Impact of Organizations

HRM Strategies for Fostering Employee Sustainability Behavior	Key Characteristics of HRM Systems Emphasizing Command and Compliance	Characteristics of a Commitment-Based HRM System	Key Characteristics for Long-term Organizational Success
Choosing Employees Using Both Natural and Learned Sustainability Competencies	Employee Competencies for Environmental Compliance with Laws and Regulations (Daily & Huang, 2001)	Impact of Acquired Competencies on Meeting EMS Targets and Gaining Competitive Advantage (Subramanian et al., 2016)	Leveraging Ecocentric Competencies in Employee Selection and Training for Effective EMS and Reduced Ecological Footprint.

Table 1.1.4: A Sustainable HRM System's Contribution to Reaching Integrated Organizational Goals

HRM Strategies for Fostering Employee Sustainability Behavior	Key Characteristics of HRM Systems Emphasizing Command and Compliance	Characteristics of a Commitment-Based HRM System	Key Characteristics for Long-term Organizational Success

Role of HRM Systems in Developing and Managing Human Capital	Implementing a Control-Based HRM System for Employees with Low Strategic Value and Uniqueness of Human Capital (Hauff et al., 2014)	To acquire a competitive advantage, a strategic HRM system for human capital must be used (Hauff et al., 2014).	Selecting and preparing people with the skills to make decisions in order to achieve integrated corporate sustainability objectives is the emphasis of a sustainable HRM system with the synthesis effects feature.
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The proposed structure is used in the following sections to explain the sustainability characteristics of HRM practices that are relevant for achieving integrated corporate sustainability outcomes of improved organizational financial performance, reduced negative side effects of work, and reduced organizational ecological footprint. First, the rationale for selecting specific HRM practices to be included in a bundle for achieving corporate sustainability outcomes is explained. Second, the current control- and commitment-based characteristics of the chosen HRM practices in the bundle are described. Subsequently, sustainability characteristics are proposed for the selected HRM practices to extend the control- and commitment-based characteristics and facilitate sustainability behaviors and attitudes among employees. Finally, the effect of an internally consistent bundle of HRM practices on the synthesis effect of sustainable HRM for achieving integrated corporate sustainability outcomes is explored.

IV. Data Analysis

4.1. Introduction

This chapter is based on presenting the results obtained in this investigation. For this purpose, the results are segmented into different headings and subheadings that can be used for interpretation. The results obtained in this investigation are based on hypotheses testing, correlation analysis, descriptive analysis and Cronbach alpha. The results obtained can be found in the headings below:

4.2. Hypotheses of this investigation

- H1 – sustainable HRM is positively influencing corporate sustainability in a company
- H2 – leadership contribute to the effective implementation of sustainable HRM practices.

4.3. Values of Cronbach alpha (CR)

Cronbach alpha is used for testing the reliability and validity of the variables. The values of CR obtained for each variable can be found below:

Table 1 Values of Cronbach Alpha

Variables	Value
Sustainable HRM	0.652
Corporate sustainability	0.544
Leadership	0.719

The results obtained for Cronbach alpha show that for each variable it is more than 0.5., which means that they all are in acceptable range. The value of CR for sustainable HRM is 0.652, corporate sustainability is 0.544, and leadership is 0.719 which means they are in acceptable range.

4.4. Results through descriptive analysis

The descriptive statistics results are used for showing values of mean, standard deviation, minimum and maximum values of the variables. the results obtained can be found in table below:

Table 2 Descriptive statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SustainableHRM	200	1.00	4.50	1.9725	.67845
CorporateSustainability	200	1.00	4.00	2.1300	.70000
Leadership	200	1.00	5.00	2.1217	.68905
Valid N (listwise)	200				

The results obtained for all the variables indicate that sustainable HRM’s mean value is 1.9725, corporate sustainability is 2.13, and leadership is 2.12. while value of standard deviation for sustainable HRM is 0.67, corporate sustainability is 0.7 and leadership is 0.68.

4.5. Results to the hypotheses through regression analysis

The results for testing the hypotheses can be found below which are obtained through regression analysis:

H1 – sustainable HRM is positively influencing corporate sustainability in a company

Table 3 Results for H1

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.556 ^a	.309	.306	.58328

a. Predictors: (Constant), SustainableHRM

The results obtained indicate that value of R-square is 30.9%, which means that variable sustainable HRM is moderately fitting the model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.146	1	30.146	88.608	.000 ^b
	Residual	67.363	198	.340		
	Total	97.509	199			

a. Dependent Variable: CorporateSustainability

b. Predictors: (Constant), SustainableHRM

Since the value of F and significance is more than 1 and less than 0.05, it means that hypotheses is accepted.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.998	.127		7.856	.000
	SustainableHRM	.574	.061	.556	9.413	.000

a. Dependent Variable: CorporateSustainability

The value of coefficients in above table indicate that t and beta both are positive, which means that there is a positive relation between the variables. if one will increase the other will also increase.

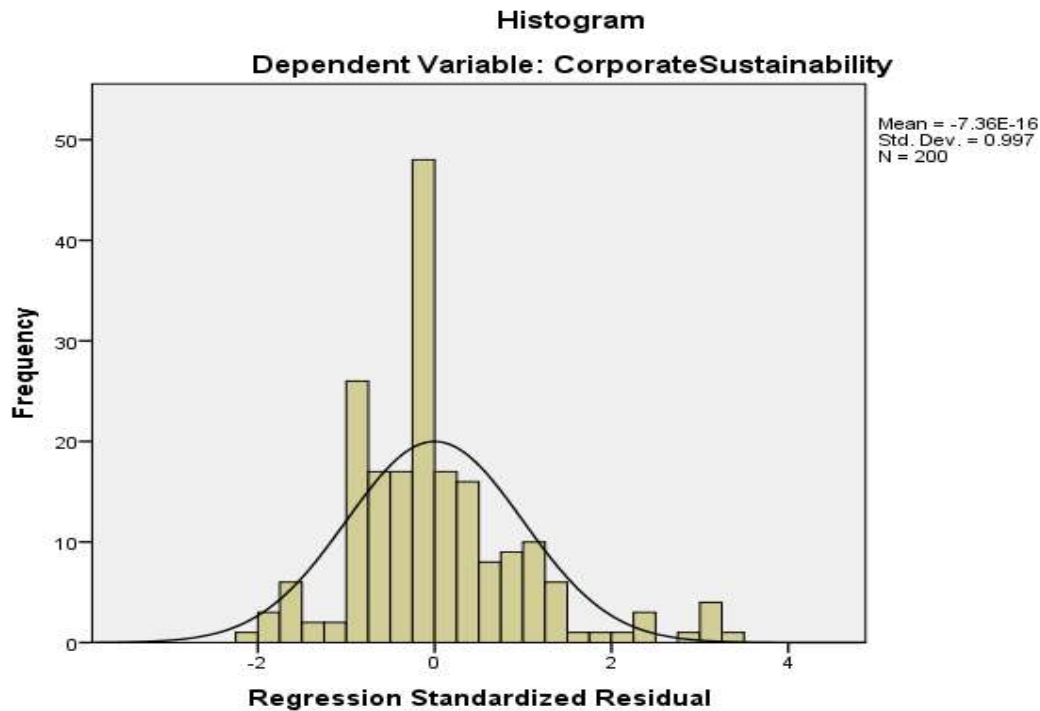


Figure 1 Histogram for H1

H2 – leadership contribute to the effective implementation of sustainable HRM practices.

Table 4 Results to H2

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.593 ^a	.352	.349	.56490

a. Predictors: (Constant), Leadership

The results obtained indicate that value of R-square is 30.9%, which means that variable sustainable HRM is moderately fitting the model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.324	1	34.324	107.559	.000 ^b
	Residual	63.185	198	.319		
	Total	97.509	199			

a. Dependent Variable: CorporateSustainability

b. Predictors: (Constant), Leadership

Since the value of F and significance is more than 1 and less than 0.05, it means that hypotheses is accepted.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.851	.130		6.567	.000
	Leadership	.603	.058	.593	10.371	.000

a. Dependent Variable: CorporateSustainability

The value of coefficients in above table indicate that t and beta both are positive, which means that there is a positive relation between the variables. if one will increase the other will also increase.

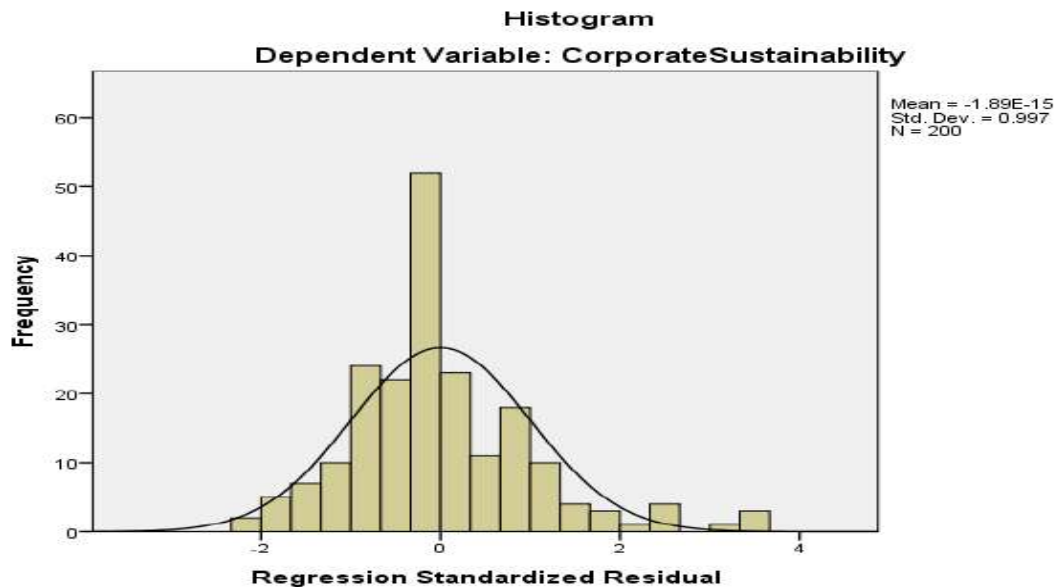


Figure 2 Histogram for H2

4.6. Results through correlation analysis

Correlation is used for testing relationship between the variables and whether it is positive or negative. The values of correlation between the two variables can be found below:

Table 5 Correlation between SHRM and CS Correlations

		SustainableHRM	CorporateSustainability
SustainableHRM	Pearson Correlation	1	.556**
	Sig. (2-tailed)		.000
	N	200	200
CorporateSustainability	Pearson Correlation	.556**	1
	Sig. (2-tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed).

Correlation between SHRM and CS is positive with 55.6%, which means that SHRM increases CS by 55.6%. hence this is a direct and positive relationship.

Table 6 Correlation between SHRM and leadership

Correlations

		SustainableHRM	Leadership
SustainableHRM	Pearson Correlation	1	.556**
	Sig. (2-tailed)		.000
	N	200	200
Leadership	Pearson Correlation	.556**	1
	Sig. (2-tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed).

Correlation between SHRM and leadership is positive with 55.6%, which means that SHRM increases leadership by 55.6%. hence this is a direct and positive relationship.

4.7. Discussion

The study investigated 2 hypothesis which have been accepted, as indicated by the result above.

4.7.1. Hypothesis 1- The Corporate Sustainability of a Company Is Positively Affected by Sustainable HRM Practices

The first hypothesis suggested that sustainable human resource management has a favorable impact, overall, on the corporate sustainability of an organization. The hypothesis was verified, which indicates that the data lend credence to the concept that there is a beneficial connection between sustainable human resource management and company sustainability. This consistency with prior research underlines the importance of sustainable human resource management techniques in achieving business sustainability in a wide range of organizational contexts. Tortia et al. (2022) carried a study with the objective of determining whether or not there is a link between sustainable HRM practices and the sustainability of corporations. They came to the conclusion that there is a substantial connection between the two factors. According to the results of their research, businesses that successfully implement sustainable HRM practices, such as instructing workers in eco-friendly operations and cultivating a culture of environmental responsibility, perform better overall in terms of sustainability. These activities include training employees in eco-friendly operations and nurturing a culture of environmental responsibility. Among these initiatives is the education of personnel in environmentally friendly behaviors and the creation of a culture of environmental responsibility. The favorable effects that this synergy had on the motivation and engagement of employees led to a rise in productivity, which was also good to the environment. In addition, this synergy was helpful to the overall health of the environment.

In a similar vein, Abu-Mahfouz et al. (2023) conducted a research in which they came to the conclusion that companies that had a strong and sustainable HRM strategy had more success in both attracting and retaining the best qualified personnel. They arrived to this result after coming to the conclusion that businesses that had a powerful and sustainable HRM strategy had more success. Younger generations, particularly Millennials and age Z, put a high importance on environmental stewardship and corporate social responsibility. This is especially true of the Millennial age. Organizations have shown their commitment to these principles by implementing sustainable human resource management methods, which has resulted in a workplace that is both more attractive and mission-driven as a direct consequence of these practices. As a direct result of this, we were successful in keeping a bigger percentage of our most brilliant people, which eventually contributed to an improvement in overall productivity. This was a direct cause of the increase in overall productivity.

According to Manzoor et al. (2019), employees reported higher levels of satisfaction with their job when their employers promoted a healthy working environment, appreciated their employees' views, and helped them develop personally and professionally. Workers who reported such high levels of satisfaction with their jobs were more likely to take the initiative to support sustainability initiatives, which fostered good change both inside and outside the borders of the business.

Manuti et al. (2020) also found findings that were similar to these ones in their study. It is possible to evaluate a company's dedication to making the world a better place by analyzing the human resource management (HRM) techniques that it employs and determining the degree to which these practices put an emphasis on sustainability. They were successful in gaining the favor of their most important constituents as a direct result of this, which included their customers, investors, and the communities in which they conducted business. The organization's long-term survival was helped along by its good corporate reputation, which helped bring in more consumers, increased investor trust, and made it easier to form profitable partnerships. Every one of these elements had a role in the organization's capacity to maintain its activities.

Last but not least, the research carried out by Aust et al. (2020) showed the necessity of sustainable human resource management in supporting companies in achieving new environmental regulations. Establishing a culture of compliance and sustainability inside a firm considerably increases that organization's capacity to comply with present environmental laws and even anticipate future revisions to those rules. This flexibility not only secured the ongoing survival of the business, but it also led to the formation of the company as a model corporate citizen, which provided the company with an additional competitive edge in the market. flexibility is the ability to respond quickly and effectively to changing conditions.

The results, when interpreted in light of earlier research, offer compelling evidence in support of a good effect that sustainable HRM has on the corporate sustainability of a corporation. Integration of sustainable human resource management practices, talent recruitment and retention, employee well-being, cost savings, increased reputation, and adaptation to changing legislation are all factors that contribute to the creation of an organization that is more resilient and effective in the face of global problems. Other factors that contribute to the creation of such an organization include.

In the ever-evolving world of business we live in today, one of the most important factors that contributes to long-term success is the implementation of efficient HRM strategies that are focused on sustainability. This is especially true for companies that are working toward the goal of generating sustainable growth.

4.7.2. Hypothesis 2- Effective Implementation of Sustainable HRM Practices Requires Leadership

Leadership is very essential if one want to foster organizational transformation and develop a culture that places an emphasis on environmental responsibility. An company must have strong leadership in the context of human resource management (HRM) in order to effectively adopt environmentally friendly policies and procedures. HRM is an abbreviation for "human resource management." The purpose of this study was to evaluate the hypothesis that leadership has a role in the effective adoption of sustainable techniques of human resource management. The consistency of this finding with previous research highlights the significance of leadership in the promotion of sustainable practices in human resource management.

The findings of the study that He and his colleagues (2021) conducted led them to the same conclusions as well. According to the results of the study, those leaders who were more likely to be proponents of sustainability efforts were those who were forward-thinking, inspiring, and attentive to the needs of their workforce. These managers provided employees a voice in the policymaking process and developed a collaborative resolve to boost the positive influence that the firm had on the global community. Because of this, the business was able to improve its overall sustainability performance, which was a direct consequence of the sustainable HRM practices being more firmly established in the culture of the organization. This was a direct outcome of the company's commitment to reducing its environmental impact. This progress was a direct result of the sustainable HRM practices being more completely ingrained in the company's culture.

In a similar vein, Ahmad et al. (2021) observed that leaders who displayed openness, ethical conduct, and real caring for employees had a significant influence on the amount of staff commitment to sustainable practices. This was the case regardless of whether the leaders were in a managerial or non-management role. The honesty of the staff members, which engendered trust amongst the customers, resulted in a rise in the degree of engagement in environmentally friendly HRM practices. Workers had a stronger sense of connection to the vision and objectives of the firm as a direct result of this, which immediately resulted in an increase in the effectiveness of the efforts to enhance the company's sustainability. Employees reported feeling a stronger connection to the company's vision as well as its goals as a direct consequence of this development.

The authors of the aforementioned study, Salas et al. (2021), underlined how important it is for CEOs to make it a top priority in their companies to defend moral standards and to conduct responsible corporate citizenship. This was one of the key takeaways from their research. They made the observation that employees were more likely to support social and environmental goals, as well as behave ethically, if their bosses performed the same

things themselves as well as modeled such behaviors for them. This was true with regard to both social and environmental objectives as well as ethical objectives. This was the true regardless of the varying amounts of pay that the employees received. Compliance grew as a direct result of the congruence of ethical ideals with sustainable HRM practices. This led to the firm being more conscious of the impact it had on the environment, which in turn led to the compliance rate improving, which in turn led to the company being more attentive of the effect it had on the environment.

Ahmad and Umrani (2019) carried out this study in order to explore the function that supportive leadership plays in the process of developing staff training for environmentally responsible human resource management practices. It is of the utmost importance to have leaders who are able to encourage development in their followers and provide the resources necessary for education and training in environmentally responsible behaviors. According to the findings of their study, staff members who worked under leaders who supported the adoption of sustainable practices had a better degree of expertise in these areas. This was the case even when these leaders did not directly supervise them. This was the true even in instances in which these leaders were not personally responsible for putting these policies into effect. Therefore, the staff was provided with the resources that they need in order to effectively embrace sustainable HRM practices. This was accomplished by supplying the workforce. This was done in order to make certain that the organization's objectives were successfully accomplished.

It would seem that, in general, the leadership of an organization is a crucial component in the successful and efficient execution of sustainable human resource management strategies. There is a wide variety of leadership styles, and every one of them has the potential to make a distinctive contribution to the development of a society that places a premium on social accountability and responsible management of the environment. Leaders that are able to effectively combine corporate values with sustainable HRM practices are in a better position to generate a sense of inspiration in their staff members, build a culture that fosters innovation, and keep up with the fast changes that occur in the business world. This potential exists both on the level of the company itself as well as in the broader business environment. Organizations have the power to pave the way toward a more sustainable future by adopting sustainable leadership practices. This potential exists both on the level of the company as well as in the larger business environment.

V. CONCLUSION

5.1 Introduction

This chapter provides a conclusion for this research by presenting a condensation of the findings of this research and recommendations for future researchers based on the limitations of current study.

5.2 Conclusion

The purpose of this study was to evaluate two hypotheses on the influence that sustainable leadership practices and sustainable human resource management approaches have on the long-term viability of companies. Both hypotheses were proved to be valid, which demonstrates that sustainable human resource management and leadership have a positive impact on the development of corporate sustainability.

The first hypothesis, which focuses on sustainable HRM practices, provided considerable support for the premise that implementing sustainable HRM positively affects organizational sustainability. These results are consistent with those of previous studies, which found that sustainable HRM practices significantly enhanced overall sustainability performance. The results of this study are consistent with the findings of earlier studies that have indicated how developing a culture of environmental responsibility and providing training to workers on environmentally friendly activities may increase motivation, engagement, and productivity. In a similar vein, the implementation of sustainable solutions for managing human resources resulted in the attraction and retention of top personnel. This was especially true among younger generations, who placed a high importance on social responsibility and environmental stewardship. In addition, a firm's capacity to attract consumers, investors, and business partners was enhanced when the company put a greater focus on the health and happiness of its employees and adopted business practices that stressed environmental responsibility. This was one of the factors that contributed to the improvement in the company's ability to attract customers. Methods of sustainable human resource management not only assisted employees in becoming more adaptive in response to alterations in environmental rules, but they also assisted corporations in strengthening their commitment to the concept of corporate sustainability.

The second hypothesis focused on the part that leadership plays in the efficient implementation of long-term plans for human resource management. The results brought to light the relevance of leadership in the process of fostering the growth of a culture that places a priority on sustainability and in the promotion of organizational change. It was shown that the success of sustainability initiatives that were led by these leaders had a strong correlation with the leadership styles that were transformative, honest, inclusive, and ethical. Leaders who are capable of doing this have a greater possibility of finding novel solutions to the issues of sustainability that are now affecting their organizations. Ethical leadership helped improve the commitment of

employees to the environment, and leadership support for environmentally responsible human resource management practices made it easier for workers to acquire training. Both of these factors contributed to a stronger commitment to environmental protection on the part of workers. The findings of this study, which are consistent with the findings of earlier research that emphasize the importance of leadership in achieving the adoption of sustainable HRM practices, provide support for those conclusions. The findings of this study are comparable to the findings of prior research.

In summary, the outcomes of this study give persuasive evidence that good leadership and sustainable human resource management approaches contribute to the continued existence of organizations. It is possible that putting sustainable HRM principles into action may result in a variety of benefits, some of which include better flexibility to changing demands, lower expenses, an enhanced brand image, and a more pleasant experience while working, to mention just a few of these potential consequences. A culture that puts a high value on both social responsibility and environmental stewardship is vital for achieving long-term success in the frenetic world of business, and sustainable leadership practices foster the establishment of such a culture. As businesses continue to negotiate the difficulties of sustainable development, the adoption of sustainable human resource management techniques and strong leadership becomes vital to ensuring a sustainable future both inside the firm and within the larger business community. This study shows the need of combining human resource management strategies and leadership practices with sustainability objectives in order to have a positive impact on the sustainability of companies and to contribute to the creation of societies that are more sustainable.

5.3 Limitations

In spite of the fact that this research technique provides beneficial insights into sustainable Human Resource Management (HRM) practices and corporate sustainability strategies, it is essential to highlight that it does have a few limitations that should not be disregarded. Despite the fact that it provides these insights, it is crucial to remember that it does have some limitations. The first crucial disclaimer to make is that the findings of the research may only be relevant to the particular setting and population that served as the basis for the study's data collection. This is an essential qualification to mention. It is probable that the results cannot be generalized because of the variety of methods in which various industries cope with human resource management techniques and sustainability concerns.

Second, there is the risk that doing research using mixed techniques will need a significant amount of both time and money to finish. When researchers make the effort to collect qualitative data in addition to quantitative data, there is a potential that there will not be enough data for an in-depth qualitative analysis. This is because qualitative data is more subjective than quantitative data. As a result of this, there is a possibility that key components of the study issue will be glossed over, and as a result of this, the overall results will be shallow. In addition, there is a chance that significant aspects of the research problem will be glossed over.

In addition, when gathering information on the perspectives and experiences of employees via self-reported data, there is a risk of response bias being introduced. This risk is present both during data collection and analysis. It is likely that the reliability of the results will be compromised if the participants provide responses that are seen to be politically acceptable or if they fail to accurately recollect previous instances. Both of these scenarios have a potential to occur. It is not feasible to secure complete privacy and anonymity, despite the fact that measures have been taken in this direction.

Even if the research did analyze the influence that sustainable HRM practices have on organizational performance, it is possible that the study does not take into consideration all of the factors that have an effect on the results of the firm. The realization of success in corporate sustainability may also be dependant on outside variables, such as the status of the economy or the dynamics of the market.

In addition, due to the cross-sectional nature of the data collection, it may be difficult to make any conclusions on the research's potential causal linkages. It is feasible to get more relevant insights into the temporal links between sustainable human resource management practices and the results of business sustainability initiatives by doing research that is longitudinal in nature.

In addition, there is the issue of the inherent difficulties of business sustainability, which is a problem in and of itself and acts as a barrier. The scope of the idea takes into account not only social and environmental factors, but even financial factors as well. The practices of human resource management may not be adequate on their own to capture the complex nature of corporate sustainability, and as a consequence, they may miss other critical components that impact the overall success of sustainability initiatives. As a result of this, the human resource management practices may miss other necessary components that influence the overall success of sustainability efforts.

And last, since the study depended on traditional research methods and technologies, it may have been limited in its ability to assess new and developing facets of sustainable human resource management practices. This is because standard research instruments and technology were used. It is likely that the existing instruments

do not reflect the most recent innovations in the fields of human resource management and sustainability to the full potential that they are capable of.

5.4 Directions for Future Research

The field of sustainable Human Resource Management (HRM) and corporate sustainability provides tremendous promise for future study, both in terms of expanding knowledge and directing firms toward more sustainable practices. The findings of this research provide a strong basis for future research in a wide variety of vital fields. To get things started, it is essential to carry out longitudinal research to determine how sustainable human resource management practices impact the long-term consequences of company sustainability activities. Researchers are able to investigate the influence of sustainable human resource management strategies on a variety of sustainability measures over the course of time thanks to longitudinal studies of firms. The gathering of longitudinal data, which may expose the causal links that exist between HRM activities and sustainability performance, has the potential to shed light on the sustainability journeys that organizations are traveling.

In addition, by studying the performance of different combinations of sustainable HRM practices, one might potentially acquire helpful insights on best practices. As a result of the fact that each company has its own specific challenges and functions in its own one-of-a-kind environment, gaining an understanding of which bundles of HRM practices work best under particular circumstances may help steer tailored efforts for sustainability. Through comparative study across industries and locations, it may be possible to get a better understanding of the context-specific factors that determine the success of sustainable human resource management programs.

In addition, qualitative research that delves further into the perspectives of employees on environmentally responsible HRM practices is an absolute need. It is possible to plan and execute interventions in human resource management that are in accordance with employee values and motivations if one has insight into how employees perceive and experience sustainability initiatives. Initiatives for organizational transformation might stand to learn a great deal from the insights obtained via qualitative research on the attitudes of workers, as well as the obstacles and opportunities that stand in the way of sustainable behavior.

Research has to additionally look at the influence of leadership and organizational culture on the evolution of sustainable human resource management methods. Researching the ways in which the behaviors of leaders and the values of organizations influence the adoption of sustainability into HRM strategy may be helpful for companies that are trying to foster a culture that prioritizes environmental stewardship. According to the findings of certain studies, leadership that is focused on sustainability may be connected with employee engagement in sustainable human resource management activities.

Researching the ways in which sustainable HRM practices effect the recruitment and retention of talent is also very important. Learning how efforts made toward sustainability impact workers' preferences and loyalty to their companies is information that is helpful to human resource managers in recruiting and retaining the best personnel. With the assistance of study in this subject, it could be possible to get a better understanding of the potential of sustainability as a competitive advantage in the labor market.

Research in the future may potentially investigate the connection between financially successful HRM practices and those that are environmentally responsible. If researchers explore the relationship between various financial measurements and sustainable HRM activities, it is feasible that they may get a better understanding of the business case for sustainability as a result of their findings. Research along these lines may provide convincing evidence for the financial benefits of sustainable human resource management, which would make it simpler for businesses to make the case for supporting such programs. This would be a positive development for the field of sustainable human resource management.

One may get some understanding of the cultural differences that exist in the adoption and implementation of sustainability by doing a cross-cultural assessment of sustainable human resource management techniques. This might provide one with some insight into the cultural differences that exist. Comparing the approaches to sustainability adopted by organizations originating from a range of cultural backgrounds is one way to get insight into successful human resource management (HRM) practices for promoting sustainability in a number of different global settings. This may be done by examining the similarities and differences between the methods used by the companies.

Last but not least, it is essential to do research into the ways in which technology might potentially contribute to HRM practices that are long-term and sustainable. When businesses investigate the use of digital tools and platforms to support HRM processes with a focus on sustainability, they may discover new methods to bring their HR strategies into alignment with the sustainability objectives they have set for their organizations. Recognizing the potential of artificial intelligence, data analytics, and other technological advancements in the context of supporting sustainable human resource management may be one way to improve organizational efficiency and effectiveness. In addition, companies that are serious about attaining holistic sustainability outcomes will benefit from gaining a better understanding of the ways in which sustainable human resource

management impacts talent recruitment and retention, financial performance, and the integration of technology. If academics react to the suggestions made by this study, they will be able to make a significant contribution to the proliferation of sustainable practices and the creation of a more sustainable future for companies and communities.

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AppendixAnnexure “A”Questionnaire

Please rate (tick/circle) your level of agreement to the statements below.

Strongly Disagree (SDA)	Disagree (DA)	Neither Agree nor Disagree (N)	Agree (A)	Strongly Agree (SA)	
1	2	3	4	5	
5 Point Likert Scale					
	SDA	DA	Neutral	A	SA
Sustainable human resource management					
Employees are important resources for the business.	1	2	3	4	5
HR department is treated as important as other departments	1	2	3	4	5
HR department has a head who is part of the top management team	1	2	3	4	5
Employees are treated as important people in the company.					
corporate sustainability					
Your company focuses on Corporate Social Responsibility	1	2	3	4	5
Your management involves in social responsible activities	1	2	3	4	5
We apply environmental criteria when making new products	1	2	3	4	5
Leadership					
The employees are happy with the leaders	1	2	3	4	5
The platform and leadership philosophies of the organization are linked to its overall strategy	1	2	3	4	5
This company has an active leadership training platform	1	2	3	4	5