



Aimun Khawaja<sup>1</sup>, Dr. Khalida Naseem Janjua<sup>2</sup>

## Abstract

The objective of this research was to assess how sustainable HRM practices affect the Organizational Sustainability. Sustainable HRM practices as portrayed in this paper include four HRM bundles specifically: there are SR-HRM practices which include; Green HRM or GHRM practices, the Triple Bottom Line HRM or TBL HRM practices and Common Good HRM (CGHRM). The relationship has been explained with the perspective of ability-motivation-opportunity enhancing (AMO) theory which has provided useful means for this investigation (Appelbaum & Berg, 2001). With respect to this study Organizational Sustainability is understood as an integration of a number of factors including “Financial Sustainability, Governance Sustainability, Environmental Management Sustainability and Pollution Control Measures and Employee related sustainability. The primary data was collected from the 643 managers and supervisors working in Textile Sector of Pakistan. The hypotheses which stated that sustainable HRM practices and Organizational Sustainability do have correlation were upheld. In the context of organizational sustainability, Sustainable HRM practices have a significant and positive impact.

**Keywords:** Organizational Sustainability, Sustainable HRM Practices, Socially Responsible HRM Practices, Green HRM Practices, Triple Bottom Line HRM Practices and Common Good HRM Practices

## 1. Introduction

Sustainable development goes beyond just environmental concerns, encompassing three interconnected dimensions: economic, social, and environmental. The economic dimension focuses on fostering long-term growth that is inclusive and equitable, ensuring fair distribution of resources, job creation, and innovation without depleting natural resources. The social dimension emphasizes the well-being of people and communities by promoting social inclusion, access to basic rights, education, healthcare, and reducing inequalities. The environmental dimension aims to protect ecosystems, reduce pollution, and manage resources sustainably to safeguard the planet for future generations. To achieve organizational success, it is essential to maintain and foster employees' innovative capabilities while also aligning with organizational sustainability targets.

The industrial revolution brought significant economic advancement but also led to resource depletion, environmental pollution, and challenges for future generations in accessing resources. As a result, it has become imperative for organizations to integrate environmentally friendly policies into their economic and social practices. SHRM practices are instrumental here in this integration. By focusing on SHRM, organizations can positively influence their overall sustainability efforts, ensuring that both current operations and future strategies support environmental stewardship and social responsibility. All organizations are devoted to attain at least single goal. Several variables will determine how efficient and effective the organization will be in the achievement of this goal. This poses a picture of organizational tendencies particularly of the HRM type. In order to appreciate the concept of HRM, one needs to understand how HRM relates to the performance outcomes.

Through the lenses of impact-focused literature review it was clear that there are other such HRM practices that have noticeable effects on certain organizational performance areas. Sustainability was first defined by (Thom & Zaugg, 2004) then it followed the works of Ehnert (2009), Shaw & Kramar (2014) and Ehnert (2022). The most appreciated works were the one by Ehnert (2022) where she proposed the definition of Sustainable HRM and the application of Sustainable Development as a concept for HRM was a watershed. Ehnert (2016) defined Sustainable Human Resource Management by giving it a more contemporary and widely accepted meaning, moving away from the traditional idea of sustainability as simply being long-term and durable. This new perspective broke from the old way of thinking, where Sustainable HRM was mostly about using HR practices to achieve long-term organizational goals.

Researchers have identified four types of SHRM including SRHRM practices, GHRM practices, TBL HRM practices and CG HRM Practices. She based this classification on the inside-out and outside-in perspectives described by Dyllick & Muff (2016). Organizations that adopt the inside-out perspective focus primarily on themselves, prioritizing activities that increase shareholder value and reduce risks. In contrast, those that embrace the outside-in perspective are more focused on addressing sustainability and societal issues, aiming to contribute to the greater good. These organizations dedicate their resources to tackling major challenges, such as economic, social, and environmental issues (Dyllick & Muff, 2016; Shen & Benson, 2016). Aust, Matthews, & Muller-Camen (2020) noted that organizations following the inside-out perspective typically engage in “Socially Responsible HRM, Green HRM, or TBL HRM”, with their main focus on economic objectives.

Corporations aiming for greater environmental performance often implement green HRM practices while those looking to improve overall organizational performance and maintain a competitive edge typically use strategic HRM practices (Saeidi, Mardani, Mishra, Cajas Cajas, & Carvajal 2022). Research on Sustainable HRM should address both sustainability & HRM, considering their definitions, magnitudes, tools & possible consequences. Abdelmotaleb & Saha, (2019) highlights that sustainable HRM research integrates insights from both sustainability studies and HRM research. Research done on socially responsible HRM practices has found their influence on various aspects of organisational behaviour. To name but a few, research has investigated whether and how these practices impact OCB & employee work attitudes, work behaviour and health (Abdelmotaleb & Saha, 2019). Research has also critically explored the link between SR-HRM practices & organizational environmental performance, competitive forces & overall organizational performance (Sharma et al., 2023). Various studies have investigated Green HRM and its impact on several significant organizational consequences; employee retention (Likhitar & Verma, 2017), green employee

<sup>1</sup> Corresponding Author, PhD Scholar, Minhaj University, Lahore, Pakistan, [aimun.khawaja@gmail.com](mailto:aimun.khawaja@gmail.com)

<sup>2</sup> Minhaj University, Lahore, Pakistan, [khalidanaseem.sbm@mul.edu.pk](mailto:khalidanaseem.sbm@mul.edu.pk)

behaviour (Dumont, Shen, & Deng, 2017), organizational sustainability (Likhitkar & Verma, 2017), environmental performance, organizational financial performance & overall organizational sustainability.

Elkington (1994) supported this point by stating that for firms to realize sustainability, they must embark on TBL HRM, which compliments social, economic and environment aspects in operations. Previous studies on the TBL, HRM practices address various earth sustainability angles such as the relationship of sustainability with sustainable product innovation performance (Abdelmotaleb & Saha, 2019). Sustainable Human Resource Management (SHRM) practices is the most fundamental element of TBL and research has been conducted to reveal the impact of such practices on employee performance. Jerónimo, Lacerda, and Henriques (2020) discovered “how sustainable HRM practices influence employee performance through an organization’s sustainability orientation”. Ultimately, to realize their sustainability determinations, organizations need to implement sustainable HRM practices that should align with their strategic objectives but also cultivate a confident and supportive workforce. By adopting these practices, organizations can make significant paces toward sustainability while concurrently increasing employee satisfaction and performance. This approach not only benefits the organization but also contributes to broader environmental and social well-being.

## **2. Literature Review & Hypotheses Development**

### **2.1. Organizational Sustainability**

Sustainability issues have gained significant attention from business firms in the 21st century. Corporate HR departments have a crucial role to play in fostering a culture of sustainability within organizations (Das & Singh 2016). Administrative practices need to align with sustainability principles, and HR professionals are increasingly evaluating decisions from a broader perspective that includes shareholder interests (Gholami et al., 2016). Researchers have examined in developing countries, both organizational and environmental sustainability (Likhitkar & Verma, 2017). Likhitkar and Verma (2017) highlight the significance of "Green and Green HRM," discussing its benefits, limitations, and its role in organizational sustainability. Commitment to organizational sustainability is crucial for raising employee awareness about environmental issues and motivating them to handle future challenges effectively (Das & Singh, 2016).

Shweta Rajput and Vivek Pachauri (2018) found that adopting green HR strategies validates company’s commitment to social & environmental priorities, enhancing its appeal to current and possible employees. This arranges with “Social Identity Theory (SIT), suggesting that employees’ insights of GHRM can strengthen their organizational identification. The concept of sustainability is taken by the 3P formula (People, Planet, and Profits), introduced by Elkington (1994) through the term "triple bottom line." According to Smith and Scharicz, triple-bottom-line (TPL), sustainability reflects an organization's aptitude to operate effectively while maintaining a positive influence on social and ecological systems. Recent studies, recognizing the impact of organizations on the environment, have projected that companies should be accountable not just to shareholders but to a broader audience. This change in perspective has been gaining attraction since the 1970s.

This research aims to bridge the gap in the current literature by providing empirical evidence from a developing country’s perception, explicitly focusing on the textile sector (Mahesh & Sharma, 2022). To the best of the researcher's knowledge, there is a significant inadequacy of studies in this area, highlighting the need for greater attention to address the innovation demands of the textile sector for enhanced sustainable practices. Although many organizations in the worldwide textile industry advocate for sustainability, only a few are able to translate these goals into tangible actions. In Pakistan, textile firms face numerous obstacles in integrating sustainability into their operations. These challenges must be efficiently addressed to ensure the successful implementation of sustainability initiatives within the Pakistani textile industry.

### **2.2. SR-HRM Practices & Organizational Sustainability**

Socially Responsible HRM Practices are strategies designed to help employees. Actually they are designed to support the “implementation of corporate social responsibility”. According to these practices, they offer several benefits, for example meeting employees' social expectations regarding equal career opportunities & work-life balance. They also reduce employee turnover intentions and increase their organisational commitment as well (Lopez-Cabrales & Valle-Cabrera, 2020). Moreover it found that SR-HRM practices affect employee’s perception on organizational ethics and vitality as confirmed by Abdelmotaleb & Saha (2019). Applying the AMO model of Ability, Motivation and Opportunity, the impact of SR-HRM practices on Organizational Sustainability can be explained. According to Abdelmotaleb and Saha (2020), vice reciprocal social capital between employees and organizations link to the sustainability of organizations. Consequently, he or she expects that SR–HRM practices can bring about a huge impact on organizational sustainability. Therefore, the following hypothesis is proposed:

H1: SR-HRM Practices have a Significant Impact on Organizational Sustainability

### **2.3. G-HRM Practices & Organizational Sustainability**

GHRM is defined as human resource management with an emphasis on promoting sustainable environmental performance from within organizations (Yong et al., 2020a). This one combines environmentalism into core tasks in human resource management processes, namely hiring and staffing, training and evaluation, all of which are based on green paradigms. The GHRM framework involves assessment of the level of achievement by the employees in terms of the green targets and the subsequent provision of rewards. Previous literature proves that Green HRM has a positive association with different organizational outcomes of which includes sustainable performance, OCB, and environmental performance as confirmed by Mousa & Othman, 2020. Based on the review of Green HRM practices by Yong, Yusliza, and Fawehinmi (2019), which recognized enhanced improved employee performance, employee eco-friendly behavior and amplified organizational commitment as key results, the following hypothesis is proposed:

H2: Green HRM Practices Have a Significant Impact on Organizational Sustainability

### **2.4. TBL HRM Practices & Organizational Sustainability**

The TBL-HRM concept includes three fundamental pillars: environmental reliability, social parity and economic well-being. Environmental reliability refers to the restricted ability of ecosystems to regenerate. However, economic wealth aims to increase the quality of life through innovative organizational activities (Mousa & Othman, 2020). The primary goal of the TBL approach is to minimize negative environmental influences of organizations by achieving a pleasant balance between the above mentioned three

elements: environmental, economic, and social sustainability (Sturman, Fan, & Shim, 2023). TBL research often examines its role in contributing to overall sustainability (Muñoz-Pascual, Galende, & Curado, 2019) and its use in evaluating an organization's sustainable performance (Lopez-Cabrales & Valle-Cabrera, 2020). In addition, studies have found that higher levels of adherence to TBL principles are positively related to employee performance (Mousa & Othman, 2020). Conversely, lower adherence to TBL principles tends to reduce employee performance (Lopez-Cabrales & Valle-Cabrera, 2020). Based on these insights, the following hypothesis is proposed:

H3: Triple Bottom Line HRM Practices have a significant impact on Organizational Sustainability

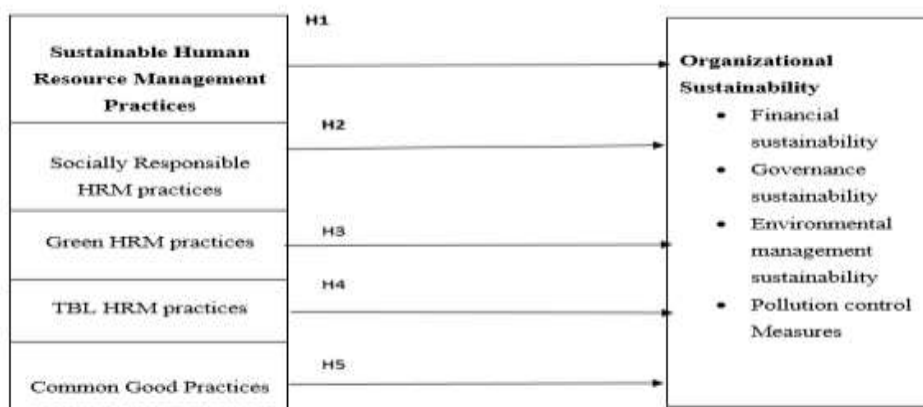
### 2.5. CG HRM Practices & Organizational Sustainability

The common good (CG) perspective in HRM highlights the production of goods and services, recognizing that the production process is a combined effort. This approach involves not only those directly engaged in production but also those who support it in various capacities (Muff & Dyllick, 2014). For example the people including the service workers including cleaners & staff appointed at security at a bank may not be directly involved in banking operations but are essential in creating a supportive and effective work environment, thereby enhancing overall service delivery and organizational performance. Organizations need to build social systems that help employees support their families Al-Abbadi, (2021). The common good refers to leveraging HR practices to enhance employees' well-being by ensuring job security, providing stable employment, addressing their concerns, and supporting those facing poverty, in context of HR (Lopez-Cabrales & Valle-Cabrera, 2020). Moreover, the literature on CG- HRM practices is still developing. It has yet to specify concrete practices or explore how these practices impact organizational sustainability. Based on this, the following hypothesis is proposed:

H4: Common Good HRM Practices have a significant effect on Organizational Sustainability

### 3. Conceptual Model for Research

Organizational sustainability encompasses various aspects, including Financial Sustainability, Governance Sustainability, Environmental Management Sustainability, Pollution Control Measures, and Employee-Related Sustainability. To investigate this, the study proposes four main hypotheses to explore how these sustainable HRM practices (independent variables) influence different dimensions of organizational sustainability (dependent variables). "Instead of evaluating the overall impact with a single hypothesis, the study conceptualizes organizational sustainability as a second-order construct, which is associated with four distinct first-order dimensions." Sustainable HRM practices are assessed using items from each of these dimensions, as outlined by Úbeda-Sansano and Martínez-García (2021). These hypothesized relationships are illustrated in Figure 1.



### 3.1. Research Sample & Data Collection

The current study focuses on employees in managerial positions, including supervisors, within the textile sector of Pakistan. Managers are key informants for providing insights into sustainable human resource practice (Úbeda-Sansano & Martínez-García 2021; Balasubramanian & Balaji 2022). To collect data, a questionnaire-driven survey was conducted. Questionnaires were distributed to each department by following the purposive sampling technique, followed by personal visits and phone calls from the researcher to encourage a high response rate. The sample comprised of 643 respondents from different textile units yielding a response rate of 84%.

### 3.2. Common Method Bias (CMB)

Data on both independent & dependent variables were gathered from one source, which introduces the risk of common method bias (Ko, Jang, & Kim, 2021). To mitigate this risk, the questionnaire items were designed to be simple and clear (Singh, Giudice, Chierici, & Graziano, 2020). Data collection took place over a period of three months, targeting managerial employees and supervisors in the textile sector. Additionally, the percentage of variance explained by a single factor was assessed using Harman's single-factor test (Singh, Giudice, Chierici, & Graziano, 2020). The results indicated that the variance explained by a single factor was 3.632%, well below the 50% threshold (Zhao, Zhou, He, & Jiang, 2021). Thus, the data are considered to be free of common method bias.

### 3.3. Research instrument

This research employed a five-point Likert scale for the instrument, ranging from 1 (strongly disagree) to 5 (strongly agree). "The questionnaire comprised 15 items, adapted from previous studies as detailed in Appendix 1 (e.g., Al-Abbadi, 2021)" e.g. Our company recruits employees with positive attitudes toward corporate social responsibility. The items gauging organizational sustainability in the study were constructed by drawing upon diverse frameworks within the field. "Specifically, the questionnaire

utilized for this purpose was adapted from Balasubramanian & Balaji (2022), encompassing a total of 20 items” e.g. My organization is thoughtful about sustainable development in maximum possible ways.

#### 4. Empirical Results & Discussion

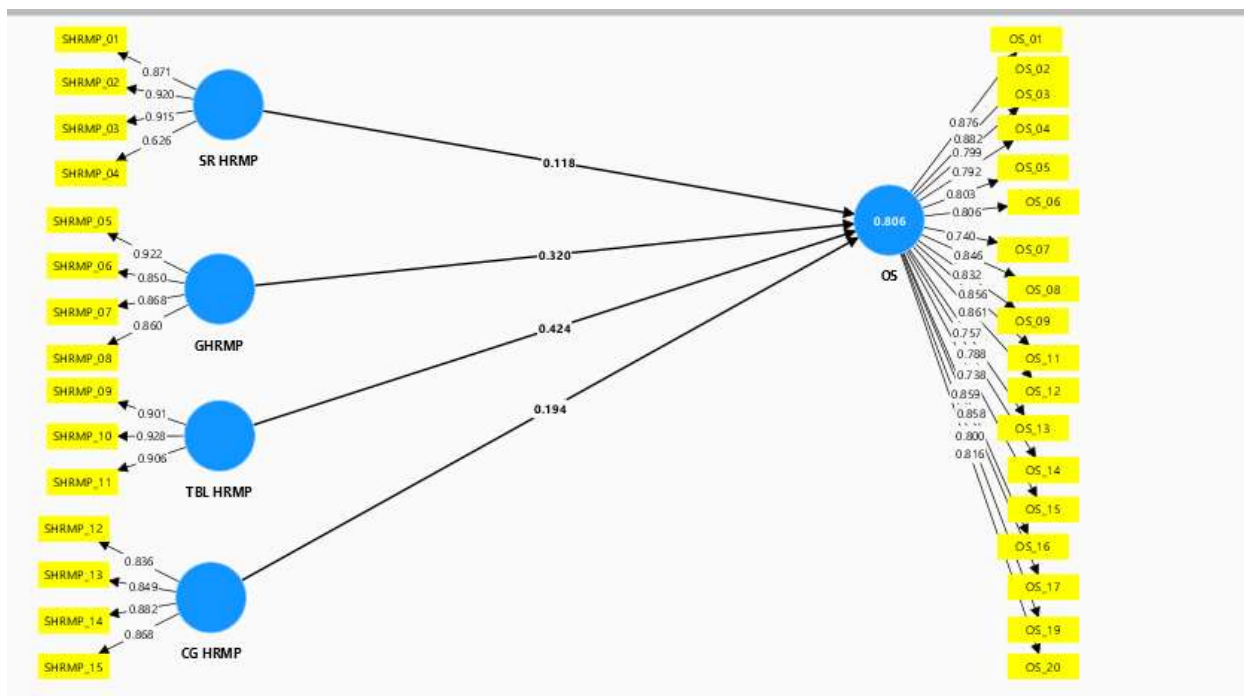
##### 4.1. Validity & Reliability

To ensure the validity of our study, we assessed both convergent & discriminant validity. The convergent validity was evaluated using the Average Variance Extracted (AVE), with a threshold value of 0.5 or higher considered acceptable according to Hair et al. (2021). For discriminant validity, we used the “Heterotrait-Monotrait (HTMT) ratio”, with a criterion of less than 0.90 as explained by “Henseler, Ringle and Sarstedt (2015)”. The reliability which measures the consistency of the same test, was assessed using several methods. The most common is Cronbach’s alpha coefficient “Fashina, Abdilahi, Fakunle and Ahmed (2020)”.

We also considered composite reliability (CR) and Macdonald’s omega ( $\omega$ ). For all these measures, acceptable values are those greater than 0.70 Al-Tit et al. (2019). As shown in Table 1, our results confirm that validity and reliability criteria were met. Specifically, the AVE values exceeded 0.50, HTMT values were below 0.90 & all reliability estimates were above 0.70.

**Table 1: Consistency Table**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CGHRMP	0.882	0.883	0.919	0.738
GHRMP	0.899	0.911	0.929	0.767
OS	0.971	0.972	0.973	0.670
SRHRMP	0.854	0.884	0.905	0.709
TBLHRMP	0.899	0.901	0.937	0.832



**Structural Model Assessment Figure 2**

The figure displays structural model of this study that was analyzed using Smart PLS 4.0. This model tests the hypothesized effects of sustainable HRM practices on organizational sustainability.

Table 2 presents detailed results on collinearity statistics, measured by the variance inflation factor (VIF), along with path coefficients. According to Table 2, all VIF values are well below 3, indicating no problematic multicollinearity. This study was conducted in Textile sector of Pakistan to empirically examine the relationship between various sustainable HRM practices (CGHRMP, GHRMP, SHRMP, and TBLHRMP) and organizational sustainability (OS) in the Textile sector of Pakistan. The structural model's path coefficients and corresponding p-values indicate the significance of these relationships.

**Table 2: Collinearity statistics (VIF)**

	VIF
CG HRMP -> OS	2.861
GHRMP -> OS	2.327
SR HRMP -> OS	2.461
TBL HRMP -> OS	1.637

According to Table 3, the Total effect results revealed that CGHRMP ( $\beta = 0.194$ ,  $p < 0.000$ ), SRHRMP ( $\beta = 0.118$ ,  $p < 0.000$ ), and TBLHRMP ( $\beta = 0.424$ ,  $p < 0.000$ ) all have a significant positive impact on organizational sustainability. GHRMP, in particular, showed the positive effect, with a path coefficient of 0.320 and a t-value of 11.542, indicating a highly significant relationship and demonstrated a significant positive impact on organizational sustainability i.e. ( $\beta = 0.320$ ,  $p < 0.000$ ). This suggests that green HRM practices always positively contribute to sustainability, highlighting the complexity of implementing green practices in Textile industry of Pakistan. These findings underscore the importance of adopting appropriate sustainable HRM practices that positively influence organizational sustainability.

**Table 3 Table Effect**

	$\beta$ -Value	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
CG HRMP -> OS	0.194	0.196	0.032	6.092	0.000
GHRMP -> OS	0.320	0.320	0.028	11.542	0.000
SR HRMP -> OS	0.118	0.118	0.029	4.119	0.000
TBL HRMP -> OS	0.424	0.423	0.036	11.650	0.000

## 4.2. Discussion

The study investigated how various sustainable HRM practices impact organizational sustainability, focusing on four types: “Socially Responsible HRM Practices, Green HRM Practices, Triple Bottom Line HRM Practices, and Common Good HRM Practices”. The findings revealed that all these HRM practices significantly influence organizational sustainability.

Specifically Socially Responsible HRM (SR-HRM) Practices; these practices have a notable impact on organizational sustainability by enhancing employee commitment and positive behaviors (Abdelmoteleb & Saha, 2020). Green HRM Practices; these are associated with improved employee green behaviors, both in-role and extra-role, and foster organizational sustainability (Aboramadan, 2020).

“Triple Bottom Line (TBL) HRM Practices”, these practices significantly impact organizational sustainability, as detailed by Fashina, Abdilahi, Fakunle and Ahmed (2020). “Common Good HRM Practices” these practices are linked to better organizational sustainability including performance and engagement (Ahmed et al., 2020). The results of this study align with some previous research but also present contrasts. Unlike earlier studies that focused on specific types of HRM practices and their effects on particular employee outcomes, this study examined the collective impact of these four HRM practices on organizational sustainability as a comprehensive construct.

## 5. Contribution Implications and Limitations

### 5.1. Theoretical Contribution

This study makes a significant contribution to the literature by providing a comprehensive exploration of the impact of four distinct kinds of sustainable Human Resource Management practices SR-HRM practices, GHRM practices, TBL HRM practices & CG HRM practice on organizational sustainability. Prior research has often focused on isolated aspects of HRM practices or their impact on specific outcomes, but this study uniquely addresses the combined influence of these diverse HRM practices on a holistic measure of organizational sustainability. Additionally, it spreads the field by employing a multidimensional approach to measuring organizational sustainability, encompassing financial sustainability, governance sustainability, environmental management sustainability and pollution control measures.

### 5.2. Practical Implications

This research underscores several practical inferences for organizations pointing to influence sustainable HRM practices effectively. First, it highlights the critical role of sustainable HRM practices in achieving economic, environmental, and social goals. Organizations should focus on integrating these practices into their HR strategies to align employee training and development with sustainability objectives. This alignment will support the achievement of sustainability targets across all dimensions: economic, social, and environmental.

### 5.3. Research Limitations & Future Research Directions

This study underscores several practical implications for organizations aiming to effectively influence sustainable HRM practices. It has emphasized the pivotal role of these practices in achieving economic, environmental & social goals. Organizations should integrate sustainable HRM practices into their HR strategies, aligning employee training and development with sustainability objectives. This addition is vital for achieving sustainability targets across all dimensions including social, economic and environmental. Economic, social, and environmental.

Organizations should instruct the application of HR policies that symbolize sustainable HRM principles. This will enhance employees' perceptions of their roles and compensations as a result, thereby fostering a work environment where employees feel valued and driven. Such a compassionate atmosphere can diminish potential negative impacts and ensure that employees remain involved and committed to the organization's sustainability goals.

## 6. Conclusion

This study discovered the influence of sustainable HRM practices on organizational sustainability, focusing on four specific forms: SR-HRM practices, GHRM, TBL HRM, and CG HRM Practices. The findings revealed that each of these HRM practices significantly adds to improve organizational sustainability. Notably, all the extents of sustainable Human resource management practices has shown substantial effects, underscoring their dire role in fostering a sustainable and resilient organization.

The study's results support the importance of integrating sustainable HRM practices to enhance organizational sustainability. This study also emphasizes the importance of ensuring environmental integrity, social equity, and economic wealth. It highlights that in developing economies facing significant environmental challenges, focusing on sustainable business practices is necessary for

removing negative impacts and raising innovation. The research, based on data from Pakistan's textile industry, accentuates the value of green HRM in aligning business processes with environmental and social needs, contributing to sustainable organizational development.

## References

- Abdelmoteleb, M., & Saha, S. K. (2020). Socially responsible human resources management, perceived organizational morality, and employee well-being. *Public Organization Review*, 20(2), 385-399.
- Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. *International Journal of Organizational Analysis*, 30(1), 7-23.
- Ahmad, H. M. S., & Dogar, M. N. (2021). Sustainable human resource management: literature look over. *Indian Journal of Economics and Business*, 20(4), 905-918.
- Ahmed, M. O. (2020). Identification of e-HRM practices in Egypt five-star hotels: A quantitative approach. *International Journal of Heritage, Tourism and Hospitality*, 14(1), 139-151.
- Akbar, S., & Manzoor, W. (2024). Determining the relationship of Green HRM towards Environmental Performance of Manufacturing Sector in Pakistan. *International Journal of Social Science Archives (IJSSA)*, 7(2).
- Al Rawashdeh, M. M. S., & Khaled, A. S. (2021). A Study Of Green Hr Practices Andit'seffective Of Implementation In Five Star Hotels In Jordan. *Psychology and Education Journal*, 58(2), 6452-6459.
- Al-Abbadi, L. H. (2021). The effect of sustainable hrm practices on employee job outcomes of service industry in Jordan. *Journal of Management Information and Decision Sciences*, 24(S6), 1-15.
- Al-Tit, A. A., Al-Ayed, S., Alhammedi, A., Hunitie, M., Alsarayreh, A., & Albassam, W. (2022). The impact of employee development practices on human capital and social capital: the mediating contribution of knowledge management. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(4), 218.
- Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common good HRM: a paradigm shift in sustainable HRM?. *Human Resource Management Review*, 30(3), 100705.
- Balasubramanian, N., & Balaji, M. (2022). Organisational sustainability scale-measuring employees' perception on sustainability of organisation. *Measuring Business Excellence*, 26(3), 245-262.
- Barrena-Martinez, J., López-Fernández, M., & Romero-Fernández, P. M. (2019). The link between socially responsible human resource management and intellectual capital. *Corporate Social Responsibility and Environmental Management*, 26(1), 71-81.
- Bashir, F., Sajjad, Z., & Tahir, Z. (2021). Impact of Ethical Leadership on Green Creativity and Pro-Environmental Behaviour using GHRM Practices as a Mechanism; Moderated by Harmonious Passion. *RADS Journal of Business Management*, 3(2), 136-154.
- Cohen, D. J. (2015). HR past, present and future: A call for consistent practices and a focus on competencies. *Human Resource Management Review*, 25(2), 205-215.
- Das, S. C., & Singh, R. K. (2016). Green HRM and organizational sustainability: An empirical review. *Kegees Journal of Social Science*, 8(1), 227-236.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human resource management*, 56(4), 613-627.
- Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & environment*, 29(2), 156-174.
- Ehnert, I., & Ehnert, I. (2009). Sustainable human resource management. *Physica-Verlag.-2009*.
- Ehnert, I., Harry, W., & Zink, K. J. (2013). Sustainability and HRM: An introduction to the field. In *Sustainability and human resource management: Developing sustainable business organizations* (pp. 3-32). Berlin, Heidelberg: Springer Berlin Heidelberg.
- Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*, 27(1), 88-108.
- Elkington, J. (1994). Towards the sustainable corporation: Win-win-win business strategies for sustainable development. *California management review*, 36(2), 90-100.
- Fashina, A. A., Abdilahi, S. M., Fakunle, F. F., & Ahmed, M. H. (2020). Exploring the extent to which SMEs can realize a better organizational performance when various project management practices are linked together. *PM World J*, 9, 1-22.
- Gholami, H., Rezaei, G., Saman, M. Z. M., Sharif, S., & Zakuan, N. (2016). State-of-the-art Green HRM System: Sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research. *Journal of Cleaner Production*, 124, 142-163.
- Hair, J. F., Astrachan, C. B., Moisesescu, O. I., Radomir, L., Sarstedt, M., Vaithilingam, S., & Ringle, C. M. (2021). Executing and interpreting applications of PLS-SEM: Updates for family business researchers. *Journal of Family Business Strategy*, 12(3), 100392.
- Hameed, A. L. A., & Al-Rabeawi, S. H. (2021). The effect of sustainable human resource management on competitiveness: Applied study in a number of private commercial banks listed on the Iraq stock exchange. *Psychology and Education*, 58(4), 2887-2894.
- Järlström, M., Saru, E., & Vanhala, S. (2018). Sustainable human resource management with salience of stakeholders: A top management perspective. *Journal of Business Ethics*, 152, 703-724.
- Jayabalan, N., Zafir, M. M., Kumar, R. M. H. M., Hayati, Y., & Mai, F. M. B. (2020). The role of OCBE on green HRM towards performance sustainability. *International Journal of Innovation, Creativity and Change*. 13 (5), 388, 399.

- Kataria, A., Kumar, S., Sureka, R., & Gupta, B. (2020). Forty years of employee relations—the international journal: a bibliometric overview. *Employee Relations: The International Journal*, 42(6), 1205-1230.
- Kazlauskaitė, R., & Bučiūnienė, I. (2010). HR function developments in Lithuania. *Baltic journal of management*, 5(2), 218-241.
- Ko, Y. J., & Choi, J. N. (2023). Collective turnover and firm innovation: Knowledge-sharing system as a contingency. *Journal of Product Innovation Management*, 40(6), 817-835.
- Likhitkar, P., & Verma, P. (2017). Impact of green HRM practices on organization sustainability and employee retention. *International journal for innovative research in multidisciplinary field*, 3(5), 152-157.
- Lopez-Cabrales, A., & Valle-Cabrera, R. (2020). Sustainable HRM strategies and employment relationships as drivers of the triple bottom line. *Human resource management review*, 30(3), 100689.
- López-Fernández, M., Romero-Fernández, P. M., & Aust, I. (2018). Socially responsible human resource management and employee perception: The influence of manager and line managers. *Sustainability*, 10(12), 4614.
- Mahesh, K. T., & Sharma, M. (2022). Integration of Sustainability in Business through Finance. In *Sustainable Marketing and Customer Value* (pp. 300-308). Routledge.
- Mariappanadar, S., & Kramar, R. (2014). Sustainable HRM: The synthesis effect of high performance work systems on organisational performance and employee harm. *Asia-Pacific Journal of Business Administration*, 6(3), 206-224.
- Mikkonen, K., Tomietto, M., & Watson, R. (2022). Instrument development and psychometric testing in nursing education research. *Nurse Education Today*, 119, 105603.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of cleaner production*, 243, 118595.
- Muñoz-Pascual, L., Curado, C., & Galende, J. (2019). The triple bottom line on sustainable product innovation performance in SMEs: A mixed methods approach. *Sustainability*, 11(6), 1689.
- Quade, M. J., Wan, M., Carlson, D. S., Kacmar, K. M., & Greenbaum, R. L. (2022). Beyond the bottom line: don't forget to consider the role of the family. *Journal of Management*, 48(8), 2167-2196.
- Rajput, S., & Pachauri, V. (2018). A study of employees' perception towards green HRM initiatives. *International Journal Of Academic Research And Development*, 3(2), 807-810.
- Rakin, S. R., Yousuf, M. B., & Rubel, M. R. B. (2020). Socially responsible HRM and environmental performance of banking organization in Bangladesh: mediating effect of green innovation. *International Journal of Human Resource Studies*, 10(4), 268-286.
- Rawshdeh, Z. A., Makhbul, Z. K. M., & Alam, S. S. (2019). The mediating role of person-organization fit in the relationship between socially responsible-hrm practices and employee engagement. *Humanities & Social Sciences Reviews*, 7(5), 434-441.
- Ricardo de Souza Freitas, W., José Chiappetta Jabbour, C., & César Almada Santos, F. (2011). Continuing the evolution: towards sustainable HRM and sustainable organizations. *Business strategy series*, 12(5), 226-234.
- Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2020). Partial least squares structural equation modeling in HRM research. *The international journal of human resource management*, 31(12), 1617-1643.
- Saeidi, P., Mardani, A., Mishra, A. R., Cajas, V. E. C., & Carvajal, M. G. (2022). Evaluate sustainable human resource management in the manufacturing companies using an extended Pythagorean fuzzy SWARA-TOPSIS method. *Journal of Cleaner Production*, 370, 133380.
- Sharma, S. K., Goyal, P., & Chanda, U. (2023). *Handbook of Evidence Based Management Practices in Business*. doi:10.4324/9781003415725
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological forecasting and social change*, 150, 119762.
- Sobhani, F. A., Haque, A., & Rahman, S. (2021). Socially responsible HRM, employee attitude, and bank reputation: the rise of CSR in Bangladesh. *Sustainability*, 13(5), 2753.
- Sturman, M. C., Fan, X., & Shim, H. (2023). The theoretical value of understanding HRM's financial value. *The International Journal of Human Resource Management*, 34(13), 2582-2594.
- Tsiaras, S., Triantafyllidou, E., & Katsanika, E. (2016). Green marketing as a strategic tool for the sustainable development of less favoured areas of Greece: women's agro-tourism cooperatives. *International Journal of Electronic Customer Relationship Management*, 10(1), 54-64.
- Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. *Journal of Business Research*, 123, 57-69.
- Wagner, D. N. (2020). Journal of Human Resource Management. *Journal of Human Resource Management*, 23, 1.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of cleaner production*, 215, 364-374.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228.
- Yusliza, M. Y., Othman, N. Z., & Jabbour, C. J. C. (2017). Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*, 36(10), 1230-1246.
- Zhao, H., Zhou, Q., He, P., & Jiang, C. (2021). How and when does socially responsible HRM affect employees' organizational citizenship behaviors toward the environment?. *Journal of Business Ethics*, 169, 371-385.