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Impact of HRM Practices on Organizational Sustainability

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Abstract: The cornerstones of enhanced performance and sustained competitive advantage are material assets, human capital, and organizational resources. Businesses can achieve sustainability goals and differentiate themselves from the competition by integrating green initiatives with human resources management (HRM) strategies. This study examines the effects of a number of HRM practices on an organization's long-term sustainability, including hiring, training and development, management of performance, employee engagement initiatives, and green HRM policies. The study looks into how these practices affect sustainability outcomes including improved company reputation, increased employee retention rates, and less of an influence on the environment. This Study has used quantitative data from a thorough review of peer-reviewed journals, including Wiley Online Library, ScienceDirect, Emerald, and Sage Publications. The findings demonstrate the importance of sustainable HRM practices in developing an employer brand that appeals to both current and prospective employees while maintaining a consistent corporate image. By identifying gaps in the literature, this study provides useful insights and a research roadmap for future investigations into the dynamic interaction between HRM practices and organizational sustainability.

Keywords: HRM practices, organizational sustainability, environmental sustainability, sustainability

1. Introduction:

Leadership capability, global perspectives and effective change management practices which have proven their effectiveness must be instilled to help them to address the specific challenges of today's organizations. The concept of sustainability is turning out to be increasingly more significant as global perspectives remain in a state of constant change. Companies are finding closing knowledge gaps and taking action as part of their daily agenda. Basically, the essence of sustainability can be regarded as meeting demands today without jeopardizing the potential ability of the future to also satisfy demands. Its three supporting but related pillars are: economic viability, environmental stewardship, and social responsibility. Economic Sustainability, Social Sustainability, and Environmental Sustainability make up those pillars that altogether frame what sustainability is when all allow an agency to gain success while maintaining increased welfare in the environment and in society.

Economic sustainability has to do with long-term value creation by balancing growth, resource efficiency, and financial prudence. Innovation, business ethics, and responsible investment would be core areas of focus by which businesses can remain profitable, adding value to the economy (Ullah, 2017). This involves identifying opportunities that enhance sustainable

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growth while minimizing risks like market fluctuation, supply chain disruptions, and resource depletion. It means that environmental sustainability contributes to the reduction of all negative effects on the earth through the application of eco-friendly behaviors and a reduction in carbon footprints. This includes the minimization of waste, resource efficiency, shifting to renewable energy sources, and mitigation of the change in climate. Companies fulfilling legal requirements by incorporating environmental consciousness into their operations will further enhance their reputation and attract all kinds of environmentally conscious stakeholders. Social sustainability therefore calls for the implementation of inclusive and nondiscriminatory policies where workers' interests, among others, such as the community and society in general, should be considered. It includes securing workplace safety, promoting diversity and inclusion, guaranteeing fair labor conditions, and contributing to community development. A company focused on social sustainability relates better with stakeholders and builds trust, which increases its resilience and strengthens its brand.

Overuse of the planet's resources is a global problem. A sustainability plan allows a business to make long-term investments, according to Celestin & Sujatha (2024). Ignoring sustainability now could cost you more in the future. Since they recognize the benefits of recycling and reusing, many business executives are moving toward a circular economy. The renewable energy sector is predicted to grow to $2.15 trillion by 2025, offering enormous growth potential. In order to have a deeper understanding of organizational sustainability, the researcher examined definitions from several businesses, which are listed below:

In order to gain and maintain the faith of all stakeholders, sustainable companies are mission-driven businesses that motivate their staff and stakeholders to attain long-term financial outcomes, balanced impact, and societal value. **– Accenture**

We are aware that our stakeholders share our concerns regarding these issues. Consequently, we're working on a proactive, accountable corporate agenda that covers everything from protecting the safety of our workers to making sure we achieve the greatest standards for branding, innovation, and product quality. Because a sustainable business is built on responsible business practices. **– Unilever**

Sustainability is one of Infosys' key corporate values, which motivates employees every day as they go about their business. They are attempting to create long-term value through digital transformation across industries and continents. **– Infosys**

We have always placed a high priority on our people in all of our endeavors because we recognize that they are the primary source of our competitiveness. Numerous the "firsts" in staff welfare initiatives that Tata Steel has put in place throughout the years support the company's commitment to employee welfare. These include the Workers' Provident Fund Scheme, which was introduced in 1920, the Leave with Pay system, which was enacted by the International Labor Organization in 1935, and the 8-hour Work Day, which was introduced in 1912 at the Jamshedpur factory. **–TATA Steel**

We are the business that supports a healthy diet and a fulfilling life. We are acting to promote the widespread adoption of food systems that regenerate because of this. This is how we plan to generate shared value, which will benefit all of our partners in the long run. **– Nestle**

Colbert and Kurucz (2007) state that "keeping the business going" is the most widely used definition of sustainability, and "future proofing" businesses is another term that is frequently used in this context.

Although human resources are considered an organization's most valuable asset, few organizations are able to use them effectively. The term "human resource management" (HRM) refers to a collection of policies, procedures, and frameworks that affect how people behave, think, and perform. Human resource management requires specific attention from every company. A component of the organization's human resource management is HRM procedures and processes. To provide the company a competitive edge and foster an environment that supports achieving its objectives, these must be successful. For the organization to function effectively, HRM practices must be created internally. The procedures are intended to meet the operational requirements of the company. The procedures are also made to satisfy legal and regulatory requirements. The procedures should be designed so that their implementation improves internal organizational procedures as well as the standard of work life within the company.

In order to determine how HRM practices affect organizational sustainability, researchers will examine a number of previous studies conducted by scholars and sustainability reports from businesses. It is anticipated that managers and owners will greatly benefit from the preliminary and empirical study's findings when putting creative HRM strategies into place at their companies. Because they can reduce work time, increase efficiency, and save money, e-HRM along with green HRM are beneficial. Additionally, this study may be helpful to scholars, practitioners, and analysts who hope to do research on the role of HRM practices in organizational sustainability in the near future. Several organizations have prepared a list of the top sustainable companies for 2024, each using different criteria to evaluate environmental, social, and governance performance (Iannuzzi, 2024). In 2024, sustainability continued to be very much on the corporate agenda worldwide amidst growing climate change challenges and increased legal demands. Besides these demands, more and more customers wish for greener operations. Tursunov, et al. (2024) has collected list of top 10 sustainable companies in 2024 as mentioned in Table 1.

Table 1: Top 10 sustainable companies in Year 2024

Rank	Company Name	Headquarter	Industry	Score
1	Schnieder Electric	France	Technology	88.9
2	NEC Corp	Japan	Technology	85.7
3	Moncler	Italy	Fashion	85.7
4	Brambles	Australia	Logistics	83.0
5	Illumina	U.S.	Healthcare	82.6
6	SGS	Switzerland	Professional Services	82.0
7	Sanofi	France	Healthcare	81.2
8	NRI	Japan	Professional Services	81.0
9	Telefonica	Spain	Telecommunication	81.0
10	Cigna	U.S.	Healthcare	80.5

HRM practices, it can be stated, tend to improve employees' behavior and attitudes, thereby enhancing overall organizational growth and sustainability. If proper training and development programs are implemented, recruiting people with organizational vitality, high technical and leadership skills motivate other employees to transform into more skilled employees. Further

research is required to fully comprehend the connection between organizational sustainability and HRM practices. Good human resource management practices ensure that successful applicants have the personality traits and qualities necessary to demonstrate innovation and creative ideas for organizational sustainability. Researcher reviewed several previous studies and discovered that HRM practices are important in establishing a sustainable organization. A company's dedication to sustainability is demonstrated by its green HRM practices, which can have a beneficial impact on the opinions of many stakeholders, including staff, clients, investors, and the community.

The researcher analyzed the purpose, technique, data gathering tools, and conclusion of various relevant articles. The possibilities of sustainability as a holistic framework and Sustainable HRM as a fundamental idea in human resource management were investigated by Ehnert et al. (2013). Both resource-based and institutional elements have a substantial impact on corporate sustainability, as demonstrated by their study's comprehensive examination of the historical development of sustainable growth in connection to HRM. Through an analysis of time-related impacts, they found that while resource-based tactics proved crucial for sustaining company viability over time, media problems were crucial in forming sustainability efforts in their early phases. Oswal & Narayanappa (2015) examined how HRM has evolved over time and how it has been affecting organizational sustainability. From this paper, the authors concluded that HRM could contribute to a sustainable future by striking a balance in social, economic, and environmental considerations. They established that firms are increasingly perceiving sustainability as a strategic opportunity to protect their brand, assure quality talent, and maintain their competitive advantage. Organizations are trying to create an ecosystem that will ensure business sustainability and long-term growth by addressing dynamic interactions between social, environmental, and economic activities with the consideration of various stakeholders' interests (Malik et al., 2020). Guerci et al. (2015) explored how HRM practices impact the development of moral workplace cultures; they focused on how employees' perceptions of corporate sustainability have a moderating effect. The findings showed the complex interrelationship between various HRM practices and the ethical climate in organizations. They found that practices that enhance motivation, such as incentive schemes, performance appraisal, and rewards, tend to be associated with an organizational climate that is egoistic. In contrast, ability-enhancing procedures, like hiring, training, and selection, as well as opportunity-enhancing strategies of job design, industrial relations, and employee involvement, have a positive impact on ethical organizational cultures. The findings highlight that HRM systems should be designed in such a way that practices directed toward enhancing employees' opportunities and talents are balanced with motivational objectives to foster not only moral conduct but also shared commitment to sustainability. This demonstrates how important HRM is in forming an organization's moral core and long-term viability. Das & Singh (2016) examined the connection between organizational sustainability and Green HRM, highlighting HR's role in motivating staff to carry out Green HR initiatives. According to the study, green human resource management (HRM) practices increase employee satisfaction and loyalty to the organization's long-term viability, both of which encourage employee retention. Furthermore, companies who implement Green HRM can increase profitability while cutting costs, proving its strategic worth. The report also highlighted Green HRM's bright future, which is being fueled by management, employees, and stakeholders' active involvement.

Nevertheless, little research has been done on how Green HRM is applied in Indian corporate structures, which emphasizes the necessity for more study in this field. Buller & McEvoy (2016) developed a multiscale structural framework, mainly through the creation and application of HRM practices, to implement a firm strategy for long-term viability. The model, which identifies significant organizational strengths, group abilities, individual capacities, and other characteristics that impact organizational performance when trying to accomplish a strategic plan, is based on the open systems theory, the line-of-sight concept, and the firm's resource-based outlook. The study ended with a discussion of the model's implications for theory, research, and practice. Amjad et al. (2021) conducted an empirical investigation into the specific mediating effect that employee performance and environmental performance have between GHRM practices and organizational sustainability. The results of their study confirmed the hypothesized mediation model. They concluded that since GHRM is a new concept for developing countries, further research is needed to identify the points of sustainability issues and measure the impact of GHRM practices in the manufacturing and textile sectors of Pakistan. Likhitkar & Verma (2017) provided suggestions for Green HRM practices in their evaluation study for the long-term prosperity of the company and employee retention. secondary sources, such as online databases, case studies, journal articles, and publications. They included e-filing, carpooling, flextime, online interviews and videoconferencing, recycling, and the construction of more fuel-efficient office buildings as some of the green initiatives that can be implemented for long-term growth. These initiatives increase output, reduce costs, and produce contented, driven employees, all of which support the company's long-term survival. Dwivedi et al. (2021) assert that HR practices and concepts have a positive and substantial impact on an organization's ability to survive. Furthermore, their research demonstrated that the relationship between corporate sustainability and HR concepts and practices was slightly controlled by innovation as a concept. 386 logistics professionals from across India made up the study's sample. The analysis used both exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). For example, the paradigm developed by Baron and Kenny (1986) was used to assess the mediating effect. Mujtaba & Mubarik (2021) analyzed how talent management can help enhance the organizational sustainability. The study showed how employees behave in a sustainable manner to achieve the three economic, social, and environmental sustainability goals. Their findings revealed that talent management significantly impacts organizational sustainability. The results showed that all the three aspects of people management, including acquisition, development, and retention, have a significant contribution to the organizational sustainability. It was established that the sustainable behavior of the staff acts as the mediator in the relationship.

Despite the increasing awareness of the contribution human resource management (HRM) practices provide to organizational sustainability, there are still a number of gaps in the body of research, Although HRM practices and organizational sustainability have been studied separately, few studies have combined these frameworks to fully analyze their synergies and interdependencies. The majority of research in this field focuses on developed economies and is region-specific. Research on the effects of HRM practices on sustainability in developing or emerging countries, where organizational interests and problems frequently diverge, is lacking. The majority of the literature concentrates on certain areas, including manufacturing or technology, with little attention paid to non-profit organizations, healthcare, or education. A

more comprehensive understanding of the phenomenon would be possible with a broader sectoral examination. Despite the growing digitization of workplaces, little research has been done on how HRM practices integrate with technology innovations (such as AI, automation, and data analytics) and how this affects sustainability. Many studies ignore the employee perspective in favor of an organizational or administrative one. Gaining insight into how employees view and participate in sustainability projects fueled by HRM practices can be beneficial. Research on how cultural differences affect HRM methods' ability to achieve sustainability goals is lacking, particularly in multinational or culturally diverse firms. Future research can fill in these gaps and offer more in-depth understandings of how customized HRM strategies can improve organizational sustainability, giving companies a competitive edge and long-term resilience.

There are few limitations in this research, first of all the study lacks primary empirical data, which may offer a more thorough and context-specific knowledge of the impact of HRM practices on sustainability, and instead concentrates on secondary data from a literature review. The results may not be as applicable to particular businesses or cultural contexts because they are derived from a variety of geographical locations and industries. Comprehensive metrics connecting HRM practices to organizational sustainability outcomes are not yet fully defined, despite the fact that some quantitative impacts such as staff retention rates are highlighted. Because the study mostly uses cross-sectional data, it is difficult to evaluate how HRM practices affect sustainability over the long run. Individual employee viewpoints and behaviors are not sufficiently explored in the study, which mostly concentrates on organizational-level effects. The difficulty to compare and generalize results across studies is hampered by the lack of widely recognized sustainability measures. The effectiveness of HRM procedures may be impacted by regional variations in organizational compliance and environmental standards, which are not fully addressed. Longitudinal research is lacking, which makes it difficult to comprehend how HRM practices change and maintain their effectiveness over time. Although corporate culture and employee engagement are mentioned, further empirical research is necessary to fully understand their intricate relationships with HRM strategies.

2. Research Methodology:

Secondary data collected from numerous reliable online sources is used in a literature study. The HRM practices used by many companies are investigated, along with their effects on organizational sustainability, by looking at yearly sustainability and profit reports. The study is exploratory in nature and is based on further information from news articles, journals, magazines, websites, and other sources. The literature on HRM practices and how they affect organizational sustainability is collected from selected firms' official websites. By examining previous research, the researcher may draw attention to the necessity for more investigation. Future study will be initiated from this point in time. This research will serve as a point of reference for interpreting the results. It might also clarify that laying a foundation necessitates using earlier research in a way that confirms relationships, demonstrates patterns, and provides a synopsis of a concept, theory, or body of literature.

3. Results and Discussion:

The result demonstrates that Green HRM practices significantly influence stakeholder views, improving stakeholder trust and the organization's reputation. Although it seems that Green

HRM has little direct impact on sustainability outcomes, its potential to influence employee behavior and promote teamwork highlights how crucial it is as a fundamental force behind corporate sustainability. According to these results, companies should give top priority to incorporating Green HRM with other strategic efforts, like stakeholder engagement and leadership development, in order to optimize their sustainability impact. For a more thorough understanding, future studies should examine the mediating factors and long-term impacts of these practices.

3.1 HRM Practice Dimensions:

The company's environmental activities are supported by all employees since individuals voice for their organizations. Implementing "green HR," or environmentally friendly HR policies, results in high employee involvement and cost-effective leadership for the long-term viability of the company. The effectiveness of a business, the reshaping of an organization's future perspective, and the resolution of ethical and environmental issues all depend on HR management. Due to their frequent interactions with employees, HR leaders have a more effective strategy (Fapohunda et al., 2022). HRM practices, such as hiring, training and development, performance reviews, incentives, and compensation, can often increase employee effectiveness and efficiency by guaranteeing that workers possess the skills needed to forward organizational objectives. Employers and employees can develop a strong psychological connection with the aid of human resource management techniques. This can lead to increased involvement, commitment, trust, corporate citizenship, and a feeling of justice. The department in charge of payroll and interviews is ideal for the position since sustainability is defined as an organization's dedication to balancing financial performance with improvements to employee quality of life. By fostering a stress-free work environment, HR can increase employee satisfaction and support organizational sustainability. Few case studies and real-life examples of substantiate claims about green HRM, training, and performance appraisal are mentioned below:

- By implementing policies that encourage environmentally friendly workplace practices, Unilever reduced waste by 50% and used Green Teams to engage staff members (Yakymchuk & Rataj, 2024).
- Patagonia promotes sustainable product creation by placing a strong emphasis on environmental stewardship in hiring and employee involvement.
- Siemens runs sustainability-focused training programs that result in 20% better resource use and energy-efficient technologies.
- Aiming to become climate-positive by 2030, IKEA provided green training programs to its staff.
- Google rewards staff members by integrating sustainability criteria into performance evaluations.

The researcher finds that good HRM practices are essential for retaining qualified individuals for a longer period of time, resulting in a more sustainable organization. The researcher therefore proposed the following conceptual framework as shown in Figure 1. In this hypothesized model, the appropriate implementation of the HRM practices is postulated to relate positively to employee retention, which, in turn, contributes to the organizational sustainability. The hypothesized relationship will be mediated by HRM facets such as

Recruitment & Selection, Training & Development, Performance Appraisal, Reward & Compensation and Career Progression.

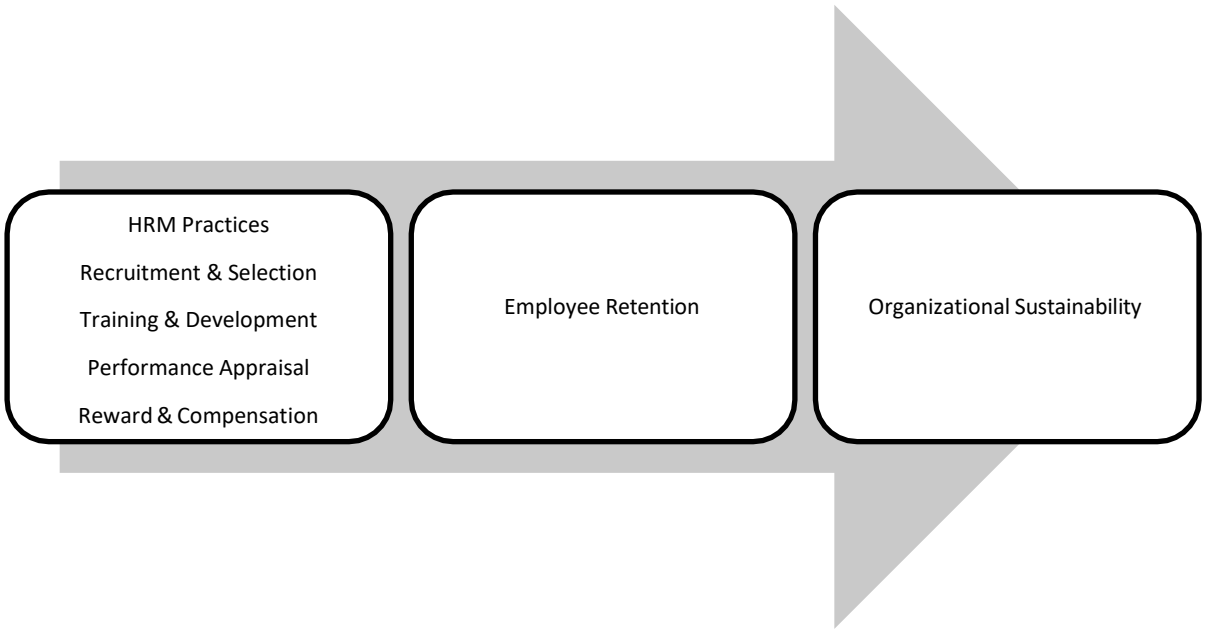

Figure 1: Research model proposed

3.2 Relationship of HRM Practices and Organizational Sustainability:

Incorporating sustainability in its own operations and activities should be HR's duty, enabling it to have a major influence on how a company designs its sustainability practices, procedures, and strategies (Campos-García et al., 2024). Although there hasn't been much focus on the role of human capital in organizational sustainability initiatives, recent research from the Center for Successful Organizations gathers data from HRM experts in large businesses. In addition to offering suggestions on what HR's role must be in order for the business to be viable in terms of sustainability, it provides some fascinating insights about the current role of HR practices in enterprises with regard to sustainability (Miah et al., 2024).

During Covid pandemic HR leaders maintained reasonable arrangements and protected the organization from potential liability by providing employees with accurate information about the situation. To avoid the spread of false information, HR leaders made sure that employees are not sharing false information or gossiping about others. Organizations with good HRM practices survived well (Chaudhari et al., 2020).

In the study, Jam & Jamal (2020) analyzed organizational sustainability in relation to Green HRM practices. They considered organizational sustainability along with employee retention as dependent factors and Green HRM practices as the independent variable in their analysis. They proposed a conceptual framework that explained the relationship of variables, an essential part of any research work. They collected data through a structured survey questionnaire focusing on educational institutions. The researchers have developed a conceptual framework focusing on the integration of Green Management Policies into core HRM practices (Jam & Jamal, 2020). This model shows that green-oriented strategies have a great influence on both Employee Retention and Organizational Sustainability. The framework is shown in Figure 2.

A study conducted by Jam & Jamal (2020) investigated the impact of HRM on Malaysian manufacturing companies; in which data was collected from 87 HR managers, the method used

for data collection was cluster sampling. The geographic location of the research was South Punjab. The relationship between the dependent variable (GHRM) and independent variables (Organizational sustainability and employee retention) was examined using a correlation analysis, as shown below in Table 2.

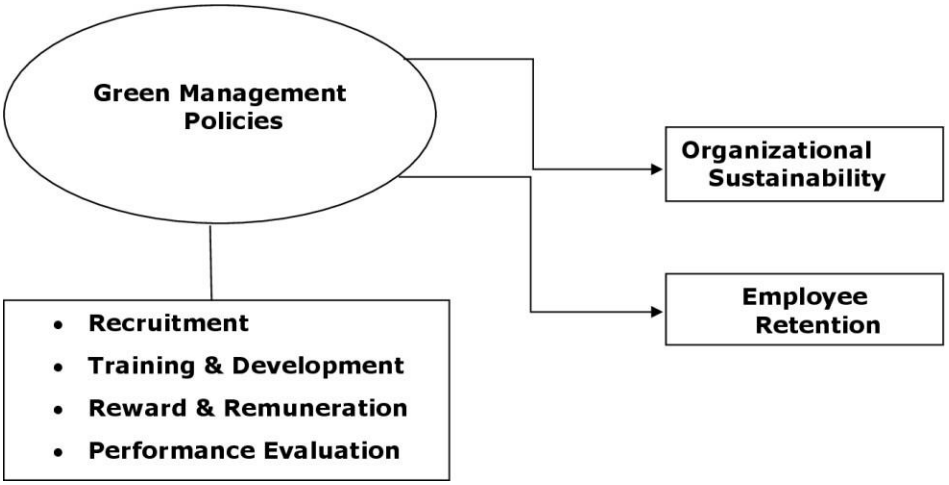

Figure 2: Impact of GHRM policies on organizational sustainability and employee retention

Table 2: Correlation Analysis

Correlation Analysis				
		GHRM_AVG	GER_AVG	ORGS_AVG
GHRM_AVG	Pearson Correlation	1	0.163	0.052
	Sig. (2-tailed)	-	0.047	0.526
	N	150	149	150
GER_AVG	Pearson Correlation	0.163	1	0.221
	Sig. (2-tailed)	0.047	-	0.007
	N	149	149	149
ORGS_AVG	Pearson Correlation	0.052	0.221	1
	Sig. (2-tailed)	0.526	0.007	-
	N	150	149	150

Three interrelated variables in the table are: ORGS_AVG meaning Organizational Sustainability average; GER_AVG, for Green Employee Relations average; and GHRM_AVG, an abbreviation for Green Human Resource Management average. From this, a value of 0.163 on talent retention indicates a weak but favorable correlation of retention of staff with green HRM practices across a range of educational organizations. In the context of educational institutions, the organizational sustainability table value is 0.52, suggesting a small but favorable link between green human resources management and organizational sustainability (Tekwani et al., 2021). The strongest association, 0.221 between GER_AVG and ORGS_AVG, might indicate that green employee relations have a minor effect on organizational sustainability. A statistically significant but weak relationship between GHRM_AVG and GER_AVG may indicate a possible link between these two constructs. Because the relation of green HRM practices with organizational sustainability is very weak and not statistically significant, other factors might mediate or moderate the relation. Rasool et

al. (2019) conducted another study to investigate the relationship between human resources management procedures and sustainable organizational performance (SOP). They pinpointed that the procedure of HRM is considered very significant to promote Sustainable Organizational Performance. By aligning HRM practices with the sustainability objectives, organizations can achieve long-term success that balances economic, environmental, and social factors. The research model they suggested is displayed below in Figure 3.

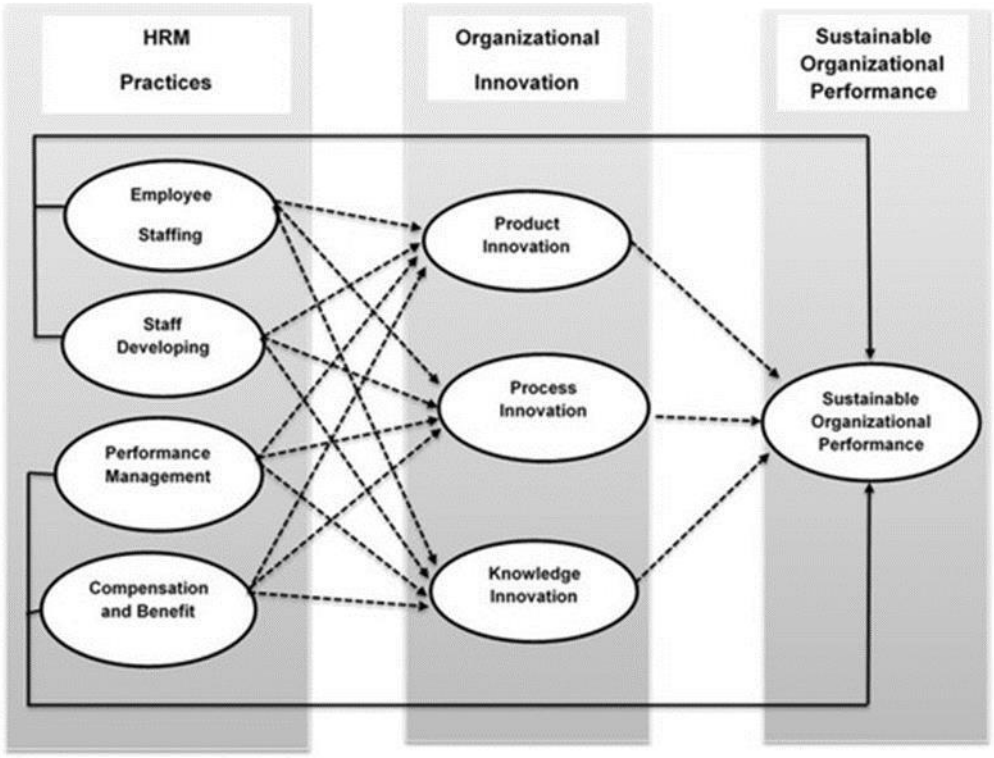

Figure 3: Research model proposed

Note: Arrows denote a possible positive relationship. In the model, direct relationships are indicated by arrows, whereas indirect relationships are indicated by dashed arrows.

A questionnaire survey in China's banking industry was carried out for this study. The results of this study indicate that SOP is directly, favorably, and significantly impacted by two HRM practices: performance management and remuneration and benefits. Two other HRM activities—staff development and employee staffing—have no discernible effect on SOP when analyzed as a direct link. Additionally, our results demonstrate that all HRM activities—including hiring, performance reviews, staff training, and pay and benefits—have a positive, indirect, and noteworthy effect on the organization's innovation in knowledge, processes, and products.

4. Conclusion:

Organizational sustainability focuses on providing businesses with the necessary infrastructure and workforce for success in the 21st century global economy. It involves leaders, knowledge, global perspectives, and change management techniques. This paper examines a limited sample of businesses, relying on print publications and websites for data. Future scholars should conduct cross-industry and cross-cultural quantitative studies to explore the benefits of e-HRM and green HRM in organizations. These strategies can boost productivity, reduce lost time, and

save money. The study also suggests that HRM practices can support organizational sustainability by managing resources, achieving goals, and overcoming market challenges. This, in turn, can lead to strategic skills in management and leadership.

Sustainable HRM practices have qualitative advantages but require quantitative measurements to assess their impact on sustainability results. Future studies may develop frameworks to evaluate their effects on economic, social, and environmental performance. Industry-specific requirements and emerging technologies like AI, big data, and HR analytics could transform sustainable HRM practices. Organizational culture and effective HRM can create a bridge between internal staff and external stakeholders, influencing stakeholder perceptions, cooperation, and trust in sustainability projects.

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