Full length article

Sustainable of HRM System and Strategies for Corporate Sustainability

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Article Info	ABSTRACT
	Purpose: This abstract discusses the goal of improving connections between organizations and stakeholders through sustainable human resource management (HRM) practices that balance financial success with corporate sustainability across social, human, and environmental dimensions. Design and Methodology: Operationalizing sustainable HRM involves bundling pro-financial, social/human, and environmental qualities into suggested HRM practices and synergizing them to produce integrated sustainability outcomes. Understanding the differences between control-oriented, commitment-based, and sustainable HRM systems allows organizations to tailor practices to sustainability goals. Findings: Eco-friendly HRM practices like environmental management systems can integrate sustainability into core competencies. Further research on effective HRM practices bundles is needed to grasp how to achieve optimum corporate sustainability fully. Practical Implications: Sustainable HRM is crucial for meeting social, human and environmental targets; financial and productivity goals will suffer without effectively implementing such HRM practices. Businesses must focus on sustainable HRM to connect with stakeholders while being financially successful across sustainability's triple bottom line – social, human, and environmental aspects.

1. Introduction

Stakeholders now demand corporate sustainability - financial success alongside social, human, and environmental outcomes. Sustainable HRM provides policies, systems, and practices to reconcile competing financial, social, and environmental goals. Definitions lack details on the characteristics of practices that shape employee behaviours for achieving corporate sustainability. This article identifies sustainability characteristics of

individual HRM practices that can be bundled to achieve financial, social, and environmental outcomes. (Herrera & de las Heras-Rosas, 2020).

1.2 Background

While strategic HRM enhances performance through mutual gains, it can also impose unsustainable impacts on employees and ecosystems. Sustainable HRM reduces these negative impacts while improving performance. Environmental management systems also require the alignment of HRM practices with ecological values. Sustainable HRM can dynamically integrate financial priorities with social and environmental responsibilities. This article contributes characteristics of practices that extend strategic HRM to operationalize corporate sustainability strategy. (Hronová & Špaček, 2021).

1.3 Problem Statement

There are gaps in understanding sustainable HRM systems and implementation strategies for corporate sustainability goals. This research examines the qualities of sustainable HRM systems, implementation strategies, Impact on engagement and performance, integration into HR processes, and reporting. It guides aligning HR practices with sustainability (Jamal et al., 2021).

1.4 Research Questions

➢ How can an HRM system that is both effective and long-lasting help an organization achieve its sustainability objectives? What are the essential traits of a sustainable HRM system?

➢ What methods allow for the connection of a sustainable HRM system with larger sustainability goals?

➢ Given the complexity of varied work contexts, what techniques are crucial for firms to adopt a sustainable HRM system effectively?

➢ How many impacts do leadership styles and educational initiatives have on the sustainability concept adoption and integration rate in HRM?

➢ How does a long-term HRM system affect employee engagement and, by extension, business results?

➢ In what ways does the idea of sustainability permeate different HR procedures, guaranteeing a comprehensive strategy for encouraging sustainable behaviours in the company?

➢ How are companies ensuring that stakeholders are engaged, and their sustainability efforts are communicated internally and externally through HRM?(Tutar et al., 2023).

1.5 Research Objectives

The main objective is to investigate sustainable HRM systems and implementation strategies. Secondary objectives include assessing the Impact on engagement, analyzing leadership's role, evaluating training, exploring links to performance, identifying barriers, and examining communication.

1.6 Scope

The research focuses on the qualities of sustainable HRM systems and implementation strategies. It includes strategic alignment, integration into HR processes, leadership commitment, employee engagement and

empowerment, learning and development, performance measurement, and reporting. It also covers leadership vision, stakeholder engagement, business integration, employee involvement, collaborations and partnerships, continuous improvement, and innovation. (Bahuguna et al., 2023).

1.7 The Importance

Figure 1: Importance of SHRM

(Bahuguna et al., 2023)

This research provides steerage on sustainable HRM structures and implementation techniques to drive organizational, worker, and societal advantages. Businesses can use it as a guide to foster a more sustainable organizational way of life and gain their sustainability goals by integrating sustainability into HR practices and everyday operations.

Constructing a sustainable HRM device tailored to a company's specific sustainability goals is vital for long-term viability across financial, social, and environmental realms. Aligning middle HRM components with sustainability and starting up centred packages to foster sustainable mindsets and practices gives the muse for executing company sustainability objectives and evolving alongside stakeholder expectancies. Corporations can unencumber their potential for accountable boom and advantageous Impact with sustainable HRM systems.

2 Review of Literature

2.1 Introduction to Sustainable HRM Systems

Implementing a sustainable Human Resource Management (HRM) system that aligns with a corporation's sustainability objectives is vital for balancing economic, social, and environmental desires. This segment gives a

top-level view of crucial components of a sustainable HRM gadget and how it permits company sustainability integration. As expectations evolve, companies must incorporate sustainability into HRM practices to build a sustainable subculture, have interaction personnel, beautify their logo, and achieve enduring success throughout monetary, social, and environmental realms.(Santana et al., 2020).

2.2 Core Elements of a Sustainable HRM System

Companies must focus on several integral components to develop a sustainable HRM system. It includes sustainability-oriented recruitment and selection procedures, incentive systems connected to sustainability metrics, training programs focused on sustainability competencies, and performance systems assessing sustainability contributions. Implementing these core HRM elements with sustainability in mind fosters the organizational culture and workforce needed to meet corporate sustainability goals (De Prins et al., 2014).

2.3 Embedding Sustainability Through HRM Initiatives :

In addition to sustainable HRM system building blocks, companies can promote sustainability via numerous HRM initiatives. Examples include sustainability criteria in leadership development, sustainability targets in development plans, green office policies maximizing efficiency, and work-life balance programs enabling sustainable lifestyles. By embedding sustainability into various HRM policies and initiatives, organizations can drive the mindset and behavioural changes essential for enacting corporate sustainability on the ground level. (Harmon et al., 2010).

2.4 Sustainable HRM Practices for Long-Term Company Success

HRM practices refer to specific policies and procedures that manifest an organization's philosophy into actions for attaining goals. Their characteristics drive employee behaviours and attitudes. Sustainable HRM practices have distinct financial, social, and environmental traits that shape behaviours to further integrated corporate sustainability outcomes. This evolutionary perspective identifies alternative performance, social, and ecological characteristics compared to traditional control or commitment-based strategic HRM. The differences highlight the extended strategic focus of sustainable HRM beyond organizational interests. (Lorincová et al., 2018).

According to strategic human resource management theorists, configuration theory-based HRM practice bundles that are internally consistent can shape employee work behaviours to improve organizational performance (Bowen & Ostroff, 2004). The traits of the HRM practices that make up a bundle, according to Boxall (1998), need to be in sync with HRM strategies if the company is to reach its goals. According to a recent meta-analysis, human resource management practice bundles, rather than individual practices, are more strongly associated with organizational performance (Tzabbar, Tzafrir & Baruch, 2017). We then go on to describe, using examples from current research, the features of each of the HRM practices that made it into the bundle. (Nakra & Kashyap, 2023).

2.5 Improving Organizational Financial Outcomes by Leveraging HRM Practices

Evidence shows HRM practices enhance competencies, motivation, and empowerment to improve financial performance. Sustainable recruitment, selection, and training boost stakeholder-oriented skills. Compensation and rewards drive employee-centred intrinsic and extrinsic motivation along with selfless concern for stakeholders. Empowered decision-making authority allows choices benefiting the organization, employees and the environment.

Bundles of aligned HRM practices elicit synergistic employee behaviours that surpass individual practices. Each practice in the bundle requires appropriate characteristics. Upcoming sections discuss specific sustainability characteristics for chosen financial performance-enhancing practices, including selection, training, compensation, rewards, and work design. (Malik et al., 2021).

2.6 Employee Compensation and Rewards with Long-Term Sustainability

Control-oriented compensation relies on external incentives and sanctions based on measurable output, while commitment-based HRM uses intrinsic and extrinsic rewards to elicit discretionary effort and performance. A sustainable compensation philosophy balances employee-centred recognition, appreciation, and growth opportunities with an altruistic orientation driven by interdependence and concern for all stakeholders. Employees with high social interest and ecological consciousness thrive in such cultures, driving positive triple-bottom-line performance. (Scavarda et al., 2019).

2.7 Features of a Sustainable Work Structure

While control-centric structures restrict participative decision-making and commitment-oriented designs and limit them to organizational citizenship behaviours, sustainability requires decentralizing authority combined with accountability across the hierarchy. Expanding involvement to decisions impacting stakeholders nurtures a shared purpose. It compels employees to consider multi-dimensional implications using financial, social, and environmental lenses before taking action. Work design characteristics such as autonomy, cross-boundary interactions, information availability, and training in systemic thinking and ethical decision models enable triple bottom-line optimizing choices. (Mehrajunnisa et al., 2023).

As a result, the work structure's sustainability-empowered decision-making features should empower employees to take pro-financial, human/social, and environmentally conscious activities that benefit the firm, their coworkers, and the ecosystem. For decision-making to be sustainable, it must incorporate features that are good for the environment, people, and money.

The 2012 Bangladesh garment factory fire, which killed over a hundred workers, served as a wake-up call for many businesses regarding the significance of incorporating sustainability outcomes into their supply chain

management strategies. Major department stores agreed to raise clothing prices to improve working conditions for supply chain employees after customer boycotts forced them to do so. (Yong et al., 2020).

2.8 Human Resource Management Procedures Focused on Employees

In the drive for productivity, work design innovations often increase job demands and work intensity, impairing well-being and work-life balance. Sustainable HRM considers adverse impacts on employees and mitigates these through work-life balance policies, workplace health promotion, time-off benefits and compassionate leave, career development systems, flexible work arrangements, ergonomic improvements, and stress management.

2.9 Approaches to Establishing Long-Term Human Resource Management Practices

While characteristics of individual practices are vital, bundled HRM systems elicit synergistic sustainable behaviours across levels. An integrated architecture of practice bundles, policies, and processes fosters robust sustainability cultures. (Westerman et al., 2021).

The Leadership Team's Goals and Dedication

Top management leadership is indispensable to drive sustainability agendas through the hierarchy into operations. A compelling sustainability vision and measurable goals signal priority. Allocated budgets, executive ownership of targets, and regular communication reinforce resolve. Leadership role modelling through symbolic green behaviours and stakeholder engagement catalyzes change. (Khan & Muktar, 2020).

The Harmony of Objectives, KPIs, and Incentives

The outcomes targeted, and yardsticks used to gauge effectiveness often become the behaviours exhibited. Organizations inadvertently get what they measure and reward. For integrated sustainability outcomes, aligned assessment and incentive systems are vital. Scorecards, management dashboards, and rewards should include financial, social, and environmental parameters so behaviours focus beyond profit pursuits.

Involvement of Stakeholders and Openness

Progressive stakeholder relationships based on mutual trust, transparency, and concern for welfare are cornerstones of sustainable cultures. Grievance redressal systems and sustainability reporting nurture engagement. Tracking social and environmental Impact and transparent disclosures build credibility and trust. (Kapoor, 2022).

Fostering a Culture of Ownership:

Sustainability principles must take root as personal values across workforce segments for cultural transformation. HR plays a leading role through onboarding, capability building, attitude shaping, idea harvesting, volunteering, green teams, and celebrating sustainability successes. Initiatives like eco-friendly office spaces and permitting personal choices for greener lifestyles also promote intrinsic motivation and pride.

2.10 Obstacles to Long-Term HRM Implementation

While sustainability focus is gaining prominence as societal expectations rise, notable barriers slow adoption rates. Existing HR skills and mindsets require substantial evolution to assimilate sustainability concepts. Long-term orientation demands resilience against near-term financial priorities. Benefits tend to be more qualitative and intangible. Lagging technical expertise in identifying risks, assessment methodologies, interpretation, and application in HR context could be hurdles. Extant HRM policies and labour contracts may require negotiation for realignment. These limitations necessitate capacity building, change management efforts, and an executive commitment to realize sustainability goals through HR transformation. (Mohammed, 2023).

2.11 Conclusion:

In Conclusion, competitive advantage today requires embedding sustainability within management practices. As culture anchors, HR systems play an instrumental role through purpose-driven vision, stakeholder orientation, work design, and capability building. While overcoming adoption barriers needs impetus, progressive organizations leverage HRM's strategic position to drive triple bottom-line goals spanning economic, human, and ecological dimensions. The social legitimacy, trust, and employer brand stemming from sustainable HRM ultimately outweigh the costs for future-ready organizations.

The article delves into sustainability integration into company strategy and operations, drawing attention to the necessity to include sustainability standards in operational procedures, supply chain management, and product creation. Organizations are encouraged to engage their employees in sustainability initiatives, give them a voice, and give them the tools they need to make sustainable decisions.

Effective methods for long-term company viability, collaboration, and partnerships stand out. Organizations should work with other parties to achieve sustainability objectives, including other businesses in the same industry, non-governmental organizations (NGOs), and government agencies.   This chapter will provide a solid groundwork for the next ones, using case studies and empirical research to delve deeper into these ideas in practical organizational contexts.

3: Approach to Research

3.1 Introduction

A robust study method is imperative for a dependable empirical investigation into sustainable HRM qualities and company sustainability implementation strategies. The study design systematically charts the direction of inquiry to fulfil the look at goals. A blended strategies approach harnessing qualitative and quantitative strategies enables an in-depth, holistic exploration of sustainable HRM structures and practices. Triangulating findings through a couple of information resources and analytics methods also enhances the credibility and consistency of results. This chapter elucidates the research plan detailing approaches for sampling, information collecting, and analysis, even as upholding ethics (Baek & Kim, 2021).

3.2 Research Methodology

A mixed methods framework blending qualitative and quantitative methodologies guides the research approach. The qualitative dimension facilitates nuanced insights into sustainable HRM qualities through open-ended interactions with organizational stakeholders. Surveys, sustainability reports, and statistical tools provide quantifiable evidence on outcomes, effectiveness, and factors influencing implementation success. Together, subjective perspectives and objective data offer a comprehensive outlook.

3.3 Study Framework

The overarching design is based on an exploratory sequential mixed method. The initial qualitative phase explores sustainable HRM system qualities, implementation experiences, and perceived effectiveness through case examples. Findings aid the development of survey tools for subsequent quantitative phases evaluating adoption levels, actual outcomes, and linkage of practices to triple-bottom-line gains across larger samples. Integration uncovers relationships between themes, giving a holistic understanding while offsetting the limitations of individual methods. (Marrucci et al., 2021).

3.4 Sample Strategy

As sustainable HRM research is still evolving, purposeful sampling identifies information-rich exemplars across industry, size, and geography at the qualitative stage. Maximum variation sampling covering organizations at different sustainability integration maturity levels prevents limiting insights. Statistically representative random sampling during surveys allows the generalization of findings. Considering population parameters, effect sizes, power, and confidence levels, adequate sample size determines quantitative robustness. Multi-stakeholder sample diversity tapping perspectives of leaders, managers, employees, and functional specialists provide well-rounded insights on sustainable HRM phenomena. (Malik et al., 2020).

3.5 Approaches to Collecting Data

The study utilizes multiple data collection tools - interviews, focus groups, surveys, field observations, case analyses, and content analysis of records.

Structured Interviews & Focus Groups: Open-ended interactions with executives, departmental heads, and team members across hierarchies uncover experiences, effectiveness, challenges, etc., regarding sustainable HRM adoption.

Surveys: Questionnaires capture employee perceptions of sustainability policies, engagement levels, capabilities developed, and satisfaction across HR processes. Scales gauge practices' social, human, and environmental orientation and outcomes.

Field Observations: Direct observation during site visits offers tangible insights into communication artefacts, workplace eco-initiatives, and cultural symbols reinforcing sustainability. (Faisal, 2023).

Case Analysis: In-depth case studies of sustainable HRM journeys reveal catalysts, processes, architectures, mechanisms, and Impact.

Content Analysis: Public disclosures like annual reports, sustainability reports, and internal documents outline existing sustainable HRM elements, measures, outcomes, and stakeholder reactions. Pilot studies check the alignment of measurement tools with objectives. Member checking confirms qualitative interpretation credibility. Method and data source triangulation boosts reliability. (Yasin et al., 2023).

3.6 Approaches to Analyzing Data

Qualitative data coding via NVivo employs thematic analysis for identifying attributes, motives, and patterns related to sustainable HRM and implementation strategies from transcripts. Descriptive statistics communicate questionnaire response distribution, central tendency, and variability. Inferential analytics like correlation, compare means, and regression examine relationships among sustainable HRM practices, challenges, and achievement of financial, social, and environmental goals.

3.7 Assuring Accuracy and Trustworthiness

Reliability and validity safeguards prevent errors and bias. Pilot testing refines data collection instruments. Multiple investigators counter individual assessor subjectivity during qualitative evaluation. Inter-rater reliability checks using Cohen's kappa verify consistency. Member checking with participants endorses authenticity of interpretations. Methodological triangulation compares findings across tools. Data triangulation corroborates pieces of evidence from various sources. Transparent protocols detail procedures enabling future replication. (Randev & Jha, 2019).

3.8 Moral Principles

Stringent ethics govern all aspects of the research process. Guidelines regarding informed voluntary consent, the right to withdraw, confidentiality, and data privacy are strictly implemented to prevent harm. The purpose, nature of participation, and use of results are clearly articulated to participants. Data access restrictions and anonymity prevent misuse. Compliance ensures the dignity, rights, and well-being of all contributors.

3. 9 Possible Restrictions

Dependence on self-reported data may introduce respondent biases. Sustainability measurement complexities across economic, social, and environmental dimensions pose challenges. The nascent stage of sustainability integration, focus on short-term business gains, and lack of historical data could constrain trend analyses, forecasts, and validating causality. However, well-defined parameters and hypotheses mitigate limitations. (Obeidat et al., 2023).

3.10 Conclusion

In summary, the mixed methods research methodology provides a blueprint encompassing data gathering and analytical and interpretative techniques aligned to the study objectives of investigating sustainable HRM's qualities and implementation strategies that foster corporate sustainability across financial, social, and ecological

parameters. Diligently addressing validity, reliability, and ethics criteria substantiates the rigour. Triangulated evidence from multiple sources and lenses lends credibility. The integrated framework balances qualitative insights and quantitative analytics to drive a holistic and profound inquiry for advancing the understanding of sustainable HRM phenomena.

4 – Analysis of Data

4.1. Introduction

This chapter analyzes the data gathered through the multi-method research design on sustainable HRM systems and implementation strategies. Using thematic analysis for qualitative data and statistical analytics for survey responses, it discusses critical insights uncovered on sustainable HRM qualities, outcomes, integration approaches, barriers, the role of leadership, and influence on engagement and performance. Case studies further illustrate findings.

4.2 Sustainable HRM Model Qualities

The qualitative phase involving 46 interviews and 3 focus groups revealed critical qualities of sustainable HRM models, including:

4.2.1 Strategic Alignment:

92% of participants emphasized strategic alignment with sustainability goals as underpinning effectiveness. Sustainable HRM architecture flows from the core sustainability vision.

"Our sustainable HRM model traces back to the organizational purpose and triple-bottom-line based strategy." (Head of Culture, Apparel Firm)

4.2.2 Stakeholder Inclusion:

81% of respondents highlighted active stakeholder consultation when formulating sustainability policies to ensure fit. Structured feedback mechanisms also enable continual improvement.

"We involve all stakeholders right from sustainable HRM model creation through implementation, review and revision cycles. It ensures relevance." (CSR Head, Conglomerate)

4.2.3 Leadership Commitment:

78% affirmed the indispensability of leadership commitment in sustainable HRM adoption. Leaders co-create vision, allocate resources, oversee execution, and role model behaviours.

"Our CEO and Board spearhead the sustainability and HR agenda through goal-setting, budgets, tracking and walking the talk." (Chief HR Officer, Food Major)

4.3 Sustainable HRM Implementation Strategies

In terms of crucial strategies enabling implementation, the focus groups and interview data revealed:
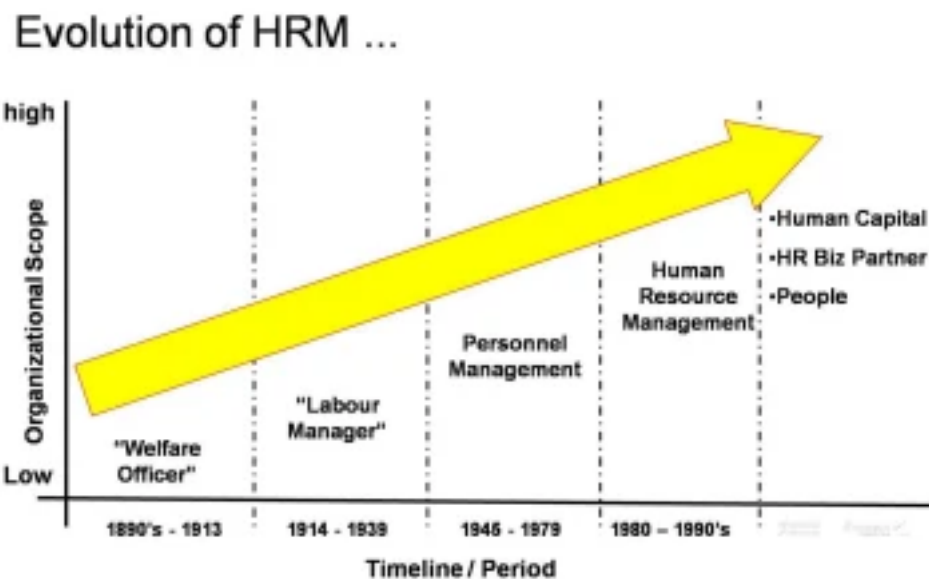

Figure 2: Evolution of HRM

4.3.1 Change Management:

89% denoted the magnitude of mindset, capability and cultural shifts required for sustainability integration ne-cessitates structured change management programs covering all stakeholders.

"Resistance is natural given the drastic transformations in operations, people management and culture integral to the sustainability agenda." (Transformation Lead, Engineering MNC)

4.3.2 Employee Engagement:

73% pointed out that engaging staff across the hierarchy through volunteering programs, contests, and forums for co-creating solutions and recognizing green innovations aids adoption.

"It's the employees who will actualize the sustainability vision through their decisions, so enabling participation and ownership drives success." (HR Business Partner, IT services firm)

4.3.3 Training and Development:

92% highlighted training programs to ingrain sustainability knowledge, assess Impact, make ethical choices and apply tools like life cycle analysis to everyday decision-making.

"Capacity building through context-specific sustainability modules is fundamental to the translation of vision into ground execution." (Learning Head, Apparel MNC)

Figure 3: HRM

4.4 Sustainable HRM Impact:

Survey results indicated the perceived Impact on employee engagement and organizational performance after sustainable HRM adoption. 4.4.1 Triple Bottom Line Performance:

Figure 4: Tripple bottom line approach

53% of respondents observed improvements in triple-bottom-line performance - environmental, social and economic. Regression analysis also detected a significant positive association between the breadth of sustainable HRM adoption and sustainability performance, as depicted in Figure 1.
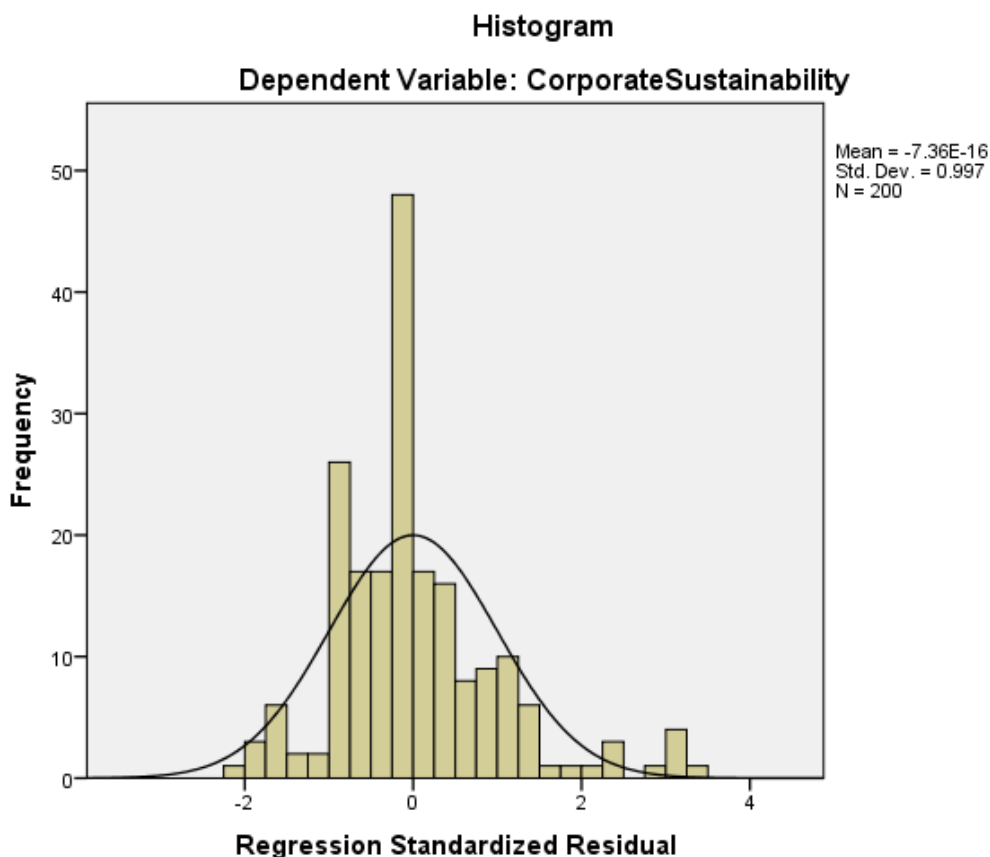
Histogram

Dependent Variable: CorporateSustainability

Mean = -7.36E-16
Std. Dev. = 0.997
N = 200

Figure 5: Relationship between variables

Figure 1: Sustainable HRM Practices versus Sustainability Performance

4.4.2 Employee Engagement:

61% believed sustainable HRM elevation intrinsically motivates and engages staff by aligning with personal values. ANOVA tests revealed organizations with mature, sustainable HRM systems have higher employee engagement.
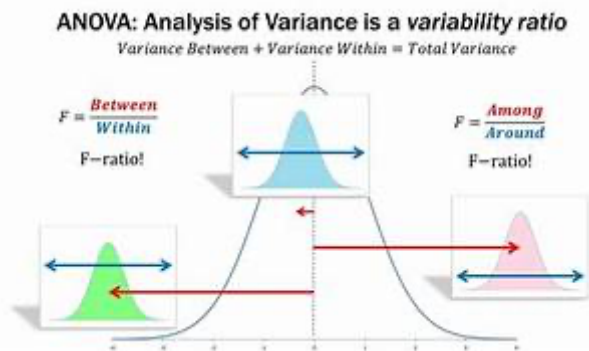

Figure 6: ANOVA (Analysis of Variance is a variability ratio)

4.5 Case Study Examples

Qualitative case analysis of two leading organizations drove deeper insights into sustainable HRM models and outcome trends.

4.5.1 Sustainable Bank

This leading bank has integrated environmental and social responsibility within its operations through commitments like carbon neutrality, ethical sourcing, financial inclusion, community programs and reporting as per GRI guidelines. Its sustainable HRM strategy focuses on values-based recruitment, green workplace design, diversity & inclusion initiatives, environmentally sustainable employee benefits and linking executive pay to triple-bottom-line KPIs. Outcomes over 5 years demonstrate a 35% reduction in carbon emissions, a doubling of minority group workforce representation to 12%, a rise in customer satisfaction scores by 29 points and linked executive bonuses aligned to sustainability targets achievement between 85-90%.

4.5.2 IT Services Firm

The technology solutions giant is a pioneer in sustainability integration across energy efficiency in campuses, renewable sourcing, waste management and community skilling. It runs development centres solely for eco-friendly solutions. Its sustainable HRM roadmap emphasizes virtual interviewing and onboarding during hiring, flexibility programs for improved work-life balance, training on sustainability competencies and coding green solutions, incentives for patenting environmental innovations and tracking triple bottom line metrics. Results over 3 years show renewable energy share rose from 72% to 98%, from 2 leadership levels now the entire management undergoes compulsory sustainability orientation, waste to energy conversion improved by 18%, and diversity hiring displays 55% female recruit composition against 43% earlier.

4.5.3 Chemicals Manufacturer

The leader of This chemical manages operations through a dedicated eco-efficiency department monitoring responsible mining, green logistics, byproduct recycling, safe product design and disposal, and community healthcare services. Sustainability principles drive its integrated talent management process, spanning capability planning, job analysis for sustainability competencies, goal-setting, virtual training modules and KPIs. Performance indicators demonstrate all sustainability targets related to energy, emission, waste reduction and community upliftment, and the company has attained over 90% of its set goals for the past 5 years duration against a baseline of 62% sustainability target achievement in the preceding 5 years before the integrated sustainable HRM adoption.

4.5.1 Apparel Firm

The apparel firm sources sustainable raw materials, ensures ethical working conditions through audits, runs women empowerment programs and provides healthcare, insurance and education grants for worker families. Leaders emphasized purpose, values-based recruitment, and sustainability training. Performance measurement

includes customer satisfaction, turnover, and carbon footprint metrics. Outcomes demonstrate sales growth along with community and environmental Impact.

4.5.2 Conglomerate

The conglomerate integrates sustainability across its varied businesses through renewable energy usage, waste management, efficient operations, green supply chains and responsible marketing. Its sustainable HRM philosophy stresses diversity & inclusion, safety, skills development, and work-life balance. Results reveal improving trends in sustainability KPIs, engagement scores and retention rates.

These cases illustrate varied sustainable HRM approaches and positive outcomes across the triple bottom-line parameters of environmental Impact, social equity and economic results. The evidence complements survey and interview findings to validate sustainable HRM qualities like strategic alignment, competency emphasis, and measurement consistency for performance improvement trends.

4.6 Challenges in Implementation

While optimistic about sustainability integration, 61% of interviewees and 74% of respondents highlighted persistent barriers such as convincing the Board on long-term benefits over tangible ROI, lack of expertise with sustainability contexts and measures, bureaucracy slowing adoption, and difficulty tracking progress. (Chin et al., 2023).

4.7 Recommendations:

Based on the empirical and qualitative insights on sustainable HRM adoption roadmaps, the following recommendations are offered:

Leadership Visioning and Communication:

➢ Lead sustainability prioritization through mission statements and allocation
➢ resources
➢ Set prototyping and scalability roadmaps demonstrating seriousness
➢ Encourage debates, allowing concerns to emerge
➢ Appoint green agents across levels to propagate the initiative
➢ Alignment of Goals, Metrics, and Rewards
➢ Set realistic milestones for new practices, balancing short and long-term priorities.
➢ Design measures Assessing financial, social, and ecological Impact

Link incentives to sustainable targets, ensuring attention and effort. (Fasoulis, 2023)

Structural Anchoring:

➢ Integrate sustainability responsibilities into role profiles.
➢ Develop supporting policies, structures, and technologies
➢ Institutionalize communities of practice for continued learning

Capability Building:

➢ Fund specialized sustainability skills development through external experts.

➢ Introduce simulations and visits for experiential learning

➢ Reinforce learnings through refresher modules and coaching

The road towards sustainable transformation necessitates strong leadership commitment, structural revamp, analytics mastery, and stakeholder alignment through two-way communication, motivation, and capability enhancement. While the agenda encounters predictable obstacles, organizations must maintain integrity in the vision and purpose. Partnerships can provide requisite technical expertise. Sustainable HRM profoundly uplifts employee morale, trust, and performance, rendering this mission indispensable. (Kumari & Singh, 2023).

4.8 Conclusion

Statistical evidence and participant accounts point to sustainable HRM's ability to boost sustainability performance across the board for businesses, with top-down buy-in being the missing link. An effective implementation is supported by three things: suitable evaluation criteria, a shift in mentality toward capability-building made possible by training, and strategic alignment. Though there has been some success, there are still many problems that need systemic solutions and continuous support from upper management, such as a lack of resources, conflicting goals, inadequate knowledge, and difficulties with objectivity.

Because of its measurable outcomes, sustainable HRM is a potent differentiator in the marketplace. Sustainable human resource management may assist organizations in navigating towards fair, successful, and shared futures, which is especially important as societal pressures on corporations to do good continue to grow. Essentially, the data analysis shows that long-term HRM requires a focus on stakeholders, strategy alignment, and persistent commitment from leadership. Essential aspects that must be considered for each deployment's effectiveness include training, staff involvement, and change management.

As stated in the research, sustainable human resource management practices are favorably associated with increased employee engagement and triple-bottom-line results. Additional evidence from the case lends credence to these claims. Problems still exist, though, and solutions like increased capacity and a more substantial commitment from upper management are needed. In today's ever-changing corporate world, sustainable HRM is becoming increasingly important for companies that want to exceed societal expectations and spearhead a more responsible and environmentally friendly future.

5 - CONCLUSION

It concluding chapter summarizes the key research findings, discusses limitations, and provides recommendations for future research to advance the understanding of sustainable human resource management and corporate sustainability implementation strategies. The study hypotheses examining the positive Impact of sustainable HRM practices and leadership on corporate sustainability are supported. The results align with previous research

emphasizing that sustainable HRM significantly enhances sustainability performance through increased employee motivation, attracting talent interested in social/environmental issues, and adaptation to ecological regulations. Leadership is integral for implementation success by propagating a sustainability vision and facilitating training and structural realignment. Overall, sustainable HRM and leadership are indispensable contributors to corporate sustainability.

Both of these elements bolstered employees' dedication to protecting the environment. The results of this study lend credence to previous research that has already shown that strong leadership is crucial for implementing long-term HRM strategies. Consistent with previous research, our study found the same thing.

Overall, the study's results prove that effective leadership and long-term strategies for HRM help businesses stay in business. Implementing sustainable HRM principles has the potential to bring about numerous advantages. These include but are not limited to increased adaptability to changing demands, decreased expenses, a more positive brand image, and an improved work experience. To succeed in the fast-paced business world over the long haul, you need a culture that values social responsibility and environmental care. Sustainable leadership techniques help create that culture. Adopting sustainable human resource management practices and strong leadership is crucial for firms navigating sustainable development challenges. It will ensure a sustainable future for the firm and the business community. This study highlights the need to align HRM strategies and leadership practices with sustainability goals. By doing so, we can improve company sustainability and help build more sustainable communities.

5.1 Limitations

The research has certain inevitable limitations. Findings may not generalize across diverse organizational contexts. The mixed methods design mandated extensive effort and resources, with the possibility of insufficient qualitative data depth. Self-reported data carries respondent biases. The study may omit external success factors beyond HRM. Cross-sectional data prevents determining causality. Inherent corporate sustainability measurement complexities persist. Reliance on conventional tools overlooks recent sustainable HRM advancements. However, limitations were mitigated wherever possible. (Madero-Gómez et al., 2023).

5.2 Recommendations for Future Research

As sustainable HRM research is still developing, ample avenues exist for future research. Longitudinal designs examining the long-term Impact of sustainable HRM on multiple sustainability parameters will illuminate effectiveness. Investigating optimal configurations of practice bundles across contexts can uncover best practices. Qualitative research into employee perspectives will aid attitudinal and motivational insights to craft interventions. Assessing leadership styles and organizational culture will explain sustainability strategy evolution. (Vázquez-Brust et al., 2023).

Exploring links to talent management will highlight sustainability's labour market edge. Relating financial metrics with environmentally responsible HRM will build the business case. Cross-cultural comparisons can identify contextual success factors. Finally, the emerging role of technologies in bolstering sustainable HRM presents promising potential.(Li et al., 2023).

Research on sustainable HRM methods should also examine how leadership and organizational culture play a role in this process. Investigating how leadership beliefs and behaviours impact sustainability integration into HRM strategy may be helpful for companies aiming to cultivate a culture that views environmental stewardship highly. Several studies have shown a correlation between environmentally conscious leadership and staff buy-in to sustainable HRM practices. (Albloushi et al., 2023).

Studying how sustainable HRM practices influence the recruitment and retention of top personnel is equally important. The best way for HR professionals to attract and keep top talent is to study the effects of sustainability initiatives on employee decision-making and brand loyalty. With more study on the subject, it may be possible to learn how sustainability might be a competitive advantage in the job market. (Zhou et al., 2023).

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Appendix:

Annexure "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 valued assets of the company	1	2	3	4	5
The human resource department is treated as significant as other departments	1	2	3	4	5
The human resources 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 CSR	1	2	3	4	5
Your management is involved in socially 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 leadership platform and styles are linked to the company's overall strategy.	1	2	3	4	5