



Let the Employees Strengthen for a Sustainable Future: A Systematic Literature Review of Sustainable HRM

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Abstract

This study aims to analyze the developments in construct of sustainable human resources management and to identify key elements, trends and research gaps for future. Therefore, a systematic literature review was carried out using Google Scholar database, covering the period from 2001 to 2024, which resulted in a corpus of 115 scientific articles. The data is simply tabulated. The results showed four categories, which comprise 74% of the elementary units of the corpus analyzed. The first comprised studies on sustainable leadership, based on individual and group power and embedded in its principles, processes, practices and organizational values. The second demonstrated the relationship among human resources management, environmental sustainability and organizational performance. The third category considered the tensions and paradoxes between human resources management practices and sustainability: on the one hand, human resources management should focus on cost reduction and corporate profitability (in the short-term); on the other, their actions should provide long-term sustainability of organizational performance. The last category dealt with the link between human resources management and the social dimension of sustainability, especially with regard to organizational social responsibility and the company's relationship with its stakeholders. In conclusion, this paper aims to contribute to the ongoing discussion on the topic of sustainable human resources management by analyzing the state of the art and future directions of human resources studies.

Keywords: Sustainable Human Resources Management, Sustainability, Social Responsibility

1. Introduction

The concept of sustainability has changed recently, but because of its complexity and the difficulty of quantifying its effects on the environment, it is hard to describe (von Weizsacker and Wijkman, 2018). The Brundtland Commission's definition of sustainable development gave the concept more attraction. "meeting present needs without compromising future generations" (WCED, 1988).

Diverse viewpoints exist about sustainability, and there are no recognized techniques or structures for talks. Three levels, such as national, regional, and organizational, can be used to explain it. It prioritized meeting current and future stakeholder requirements without compromising those of others at the organizational level (Dyllick and Hockerts, 2002). Since employees are essential to reaching sustainability goals, it is seen as a competitive strategy for businesses (Samant and Sangle, 2016). This has led to the development of concepts like sustainable HRM, green HRM, and socially responsible HRM.

Due to the diversity of terminologies and to evaluate the studies which connect sustainability and HRM, the researcher carried out a "systematic literature review" to identify the main characteristics and theoretical aspects of the sustainable human resource management construct and answer the following research questions.

1. How sustainable HRM construct developed based on the literature and systematic review papers.
2. How the construct of sustainable HRM operationalized in various contexts of research papers
3. Who are the main contributors such as (Authors, Countries, and regions of world) in sustainable HRM practices development.
4. Which theories of management directly or indirectly explained the Models of sustainable HRM.
5. Furthermore, the researcher would like to ensure that the issues raised by the studies are aligned with the mainstream discussion of sustainable HRM in the education context of the researcher.

The limitation of database access to the search of the researcher is limited to the "Google scholar", due to the widely used data base in academic research. Currently, research on sustainability is developed by different research areas and disciplines. Studies of sustainability are mainly focused on CSR (corporate social responsibility), corporate sustainability, SWS (sustainable work systems), which suggest a different construct, viewpoint, concepts, and practices instead of conventional and strategic human resources or traditional concepts and practices of human resource management in dynamic corporate environment.

Analysis of sustainable management of "human resources" have multiple stages (influence on management processes, organizations, society and individuals (employees) of organizations) dimensions (social, ecological, economic and human) and changed time frame (short and long term) (Ehnert, Harry, & Zink, 2013). A total of 120 articles were selected from the database, covering the time span of (2001 to 2024).

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2. Methodology and Technique

2.1. The First Stage of Systematic Review

includes the definitions, to set the criteria to include or exclude the articles for review from respective databases. Furthermore, for the search, the definitions of key terms were founded on the study of Kramar (2014), which mentioned three classes of sustainable HRM (Reproduction of human capabilities, social health, inter-relationship) Reproduction of capabilities: the class of studies which emphasis on the creation of sustainable competitive advantage and economic aspects of sustainability, in addition to the impact of internal HRM policies, in term of economic, social and human aspect. Encouraging environmental and social health: a group of studies that focuses on the broader and external aspects of sustainable HR practices, addressing, social, ecological and human outcomes. Finally, Interrelationship/connection: a third group of studies which emphasize on examining the connections of sustainable managerial practices, (including HRM practices and organizational outcomes).

2.2. Second Stage of Systematic Review

few combinations of keywords have been used to find the related articles from different disciplines, namely “Sustainable Human Resource Management”, ‘Sustainable HRM’, ‘HR Sustainability’, Sustainable Work System’, ‘Sustainable Management of HR’s’, ‘Sustainable Leadership’, ‘Sustainability’, ‘Human Resource Management’, ‘Sustainable Organization’. A total of 200 articles were found. The criteria of exclusion are considered the articles that did not address the whole of them of sustainable HRM. After the implementation of the exclusion criteria, 112 papers were selected for review including the systematic review papers. Furthermore, for the keyword search researcher use the constructs used in the current study, because the researcher directly likes to focus on these constructs, as those had been selected earlier in from the reviews of the mainstream journals. In the end, after a thorough review of articles, 15 articles were selected based on the characteristics of this study. These articles were nominated from the renowned journals of social science. Based on the historic literature review it can be concluded that the majority of the researches on sustainable human resource management was conducted in western countries Macke and Genari (2019). Predominance of exploratory studies, diverse and fragmented literature, the definition of the sustainable HRM is diverse as per construct and context Mariappanadar and Kramar (2014). Numerous definitions were proposed by scholars of sustainable human resource management. However, the definition given by Ehnert *et al.* (2016), is considered a comprehensive definition of the construct.

From the review of literature, it is concluded that the majority of the sustainable HRM studies were reported from western countries, starting from the year 2001 to 2022. Furthermore, limited studies were reported in Asian countries such as, in Malaysia (Ibrahim & Rahman, 2017), India, Ehnert *et al.* (2013), Luthra, Garg, and Haleem (2015), Vihari and Rao (2018), Yadav *et al.* (2019) and in the context of China, Moore and Wen (2008), Marquis, Jackson, and Li (2015), Chang, Wu, and Liu (2018). All other studies were conducted in Europe, Switzerland, Lithuania, America, Italy, Germany, Australia and other western countries. Moreover, it is concluded from the systematic review of literature that, sustainable HRM is based on the basic pillars of employees (employability, personal responsibility, work-life balance, care of employees, employees motivation, wellbeing, and training), stakeholders interests (social, ecological, financial) concern and organizational sustainable generation, renewing, and utilization of resources to achieve the organization sustainable development goals for long-run future sustainability (Ehnert, 2006b, 2009d; Ehnert *et al.*, 2016; Macke & Genari, 2019; Zaugg *et al.*, 2001).

The third attention of this systematic literature review is on methodological issues. Systematic review shows, that research on sustainable human resource management used various research methodologies dominated by qualitative and exploratory research methodologies and divided into conceptual papers, surveys, case studies, literature review papers, and empirical work. Moreover, empirical work is divided into quantitative and qualitative methods (Macke & Genari, 2019). Furthermore, studies on sustainable human resource management considering the different industrial sectors 38% research work have done in multinational industries or surveys in diverse sectors; 3% studies did empirical research in cement sector; 3% in ICT companies; 2% in health care industry; 3% in universities; 2% in hotel industry and 8% remaining consist of different industries.

Hence, current study a systematic literature review of sustainable HRM is actually focused on the apparent and hidden gaps (theoretical, methodological and literature) of literature to decide the future agenda of sustainable HRM. Current study also discusses the findings of previous systematic review papers of sustainable HRM published in past years or months to highlight the existing gaps of research.

3. Theoretical Development of Sustainable HRM

Finding of the literature review shows that most prominent and most cited authors of sustainable HRM are as discussed below by following authors, Ehnert (2001), 14 papers, Mariappanada, (2003), 10 papers, Kramar (2014), 3 papers and Jabbour and Santos (2008). From the theoretical review, only four studies were underpinned by theory of model names, such as Elkington (1998), give the triple bottom line model,

3.1. Triple Bottom Line Model

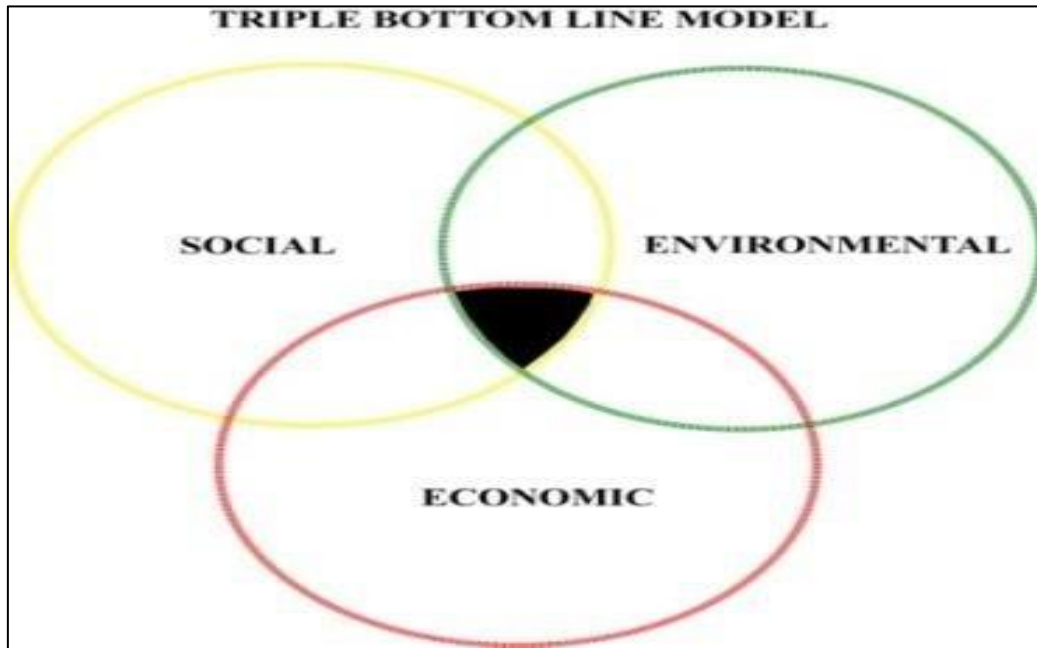


Figure 1: Triple-bottom line model (Elkington, 1997)

3.2. Zaugg’s Model of Sustainable HRM Prospective

According to Zaugg, (2001), sustainability is equally important for resources and human resources. He presents a model based on three dimensions of sustainability of company which are Employ-ability, Work life balance, and individual responsibility. Zaugg believed that these three factors are important for sustainable human resource and sustainable individuals are the base of a sustainable companies.



Figure 2: Sustainable HRM Model (Zaugg et al, 2001)

3.3. Bansal, Model of Business Sustainability

Bansal (2005), give the Sustainable business model, and suggest the two theories to test the sustainability (resource dependent theory, and co-evolution theory). According to Bansal (2005), sustainability of business is based on interplay of social, economic and environmental factors.

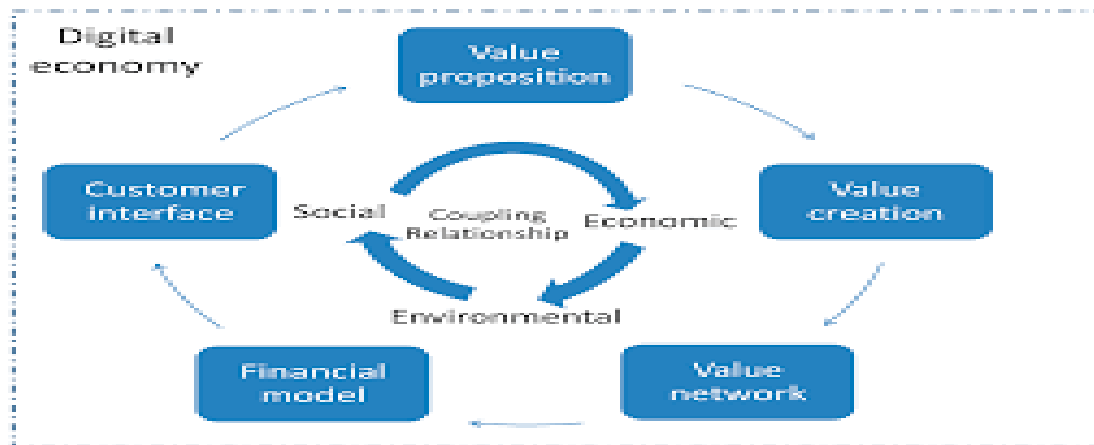


Figure 3 : Sustainable Business Model by Bansal, (2005)

3.4. Ehnert (2009), Give the sustainability model of HRM

According to Ehnert, (2009), sustainability is developed on two levels one is corporate level which is based on corporate overall strategies and overall sustainability objectives. The second phase is HRM level which is consist of employees related sustainability objectives and HR related practices or activities.

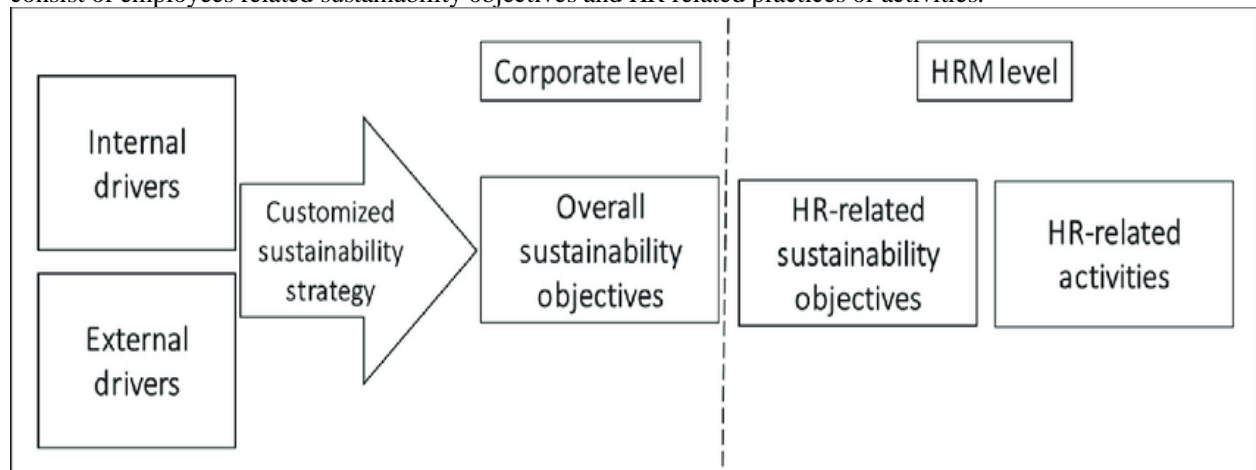


Figure 4: Practice-Based Model of Sustainable Human resource Management (HRM). Source: Ehnert (2009)

Pellegrini (2018), suggest the organizational support theory, and Macke (2019), suggest the stakeholder model under the stakeholder theory. Literature table with more than 100 most cited paper at research gate also given by Pellegrini (2018) which deeply explain the construct development of human resource management.

#	Authors	Title	Year	Country	Topic/Keywords	University	Periodic
1.	Daly, B.F; Huang, S.	Achieving sustainability through attention to human resource factors in environmental management.	2001	USA	Environment; Sustainable development; Human resource management; environmental standards.	New Mexico State University, Las Cruces, New Mexico	International Journal of Operations & Production Management
2.	Boutreau, J.W; Ramstad, P.M.	Talentship, talent regeneration, and sustainability: A new HR decision science paradigm for a new strategy definition.	2005	USA	Not presented	University of Southern California, Los Angeles	Human Resource management
3.	Pau, G; Turbitt, M.	The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions	2007	Canada	Human resource practices; Organizational commitment; Organizational citizenship behaviors; Information technology specialists	HEC Montreal- École des Hautes Études	Group & Organization Management
4.	Jahromi, C.J; Santos, P.C.A.	The central role of human resource management in the search for sustainable organizations	2008	Brazil	Cultural diversity; Environmental management; Human resource management; Innovation; Sustainable development; Sustainable organizations	University of São Paulo (USP)	The International Journal of Human Resource Management
5.	Larsen, H.H; Brewster, C.	Line management responsibility for HRM: what is happening in Europe?	2003	Denmark and England	Line management; Human resource management; Europe	Copenhagen Business School, Frederiksberg, Denmark; London South Bank University	Employee Relations
6.	Whitaker, S; Marchington, M.	Divolving HR responsibility to the line: Threat, opportunity or partnership?	2003	England	Line management; Partnerships; Human resource management; Responsibility; Strategy	People and Organizational Development Department, Cass Ltd, London, UK; Manchester School of Management, UMIST, Manchester	Employee Relations
7.	Hendrickson, A.R.	Human resource information systems: Backbone technology of contemporary human resources	2003	USA	Large firms; Enterprise Resource Planning; Enterprise Resource Planning Systems; Human Resource Practice; Client firms	Iowa State University Ames	Journal of Labor Research
8.	Banfatok, T; Furl, H.J.M.	Electronic Human Resource Management: challenges in the digital era	2009	The Netherlands	Not presented	University of Twente, Enschede	The International Journal of Human Resource Management
9.	Kinnear, R.	Beyond strategy: human resource management: Is sustainable human resource management the next approach?	2013	Australia	Approaches to HRM; Links between sustainability and HRM; Organizational performance; Strategic human resource management; Sustainable HRM	Australian Catholic University, Sydney	The International Journal of Human Resource Management
10.	Glover, W.J.; Farris, J.A.; Van Aken, E.M.; Dodson, T.L.	Critical success factors for the sustainability of Kaizen event human resource outcomes: An empirical study	2011	USA	Lean production; Teams; Performance improvement; sustainability; Quality management; Manufacturing companies	Massachusetts Institute of Technology, Cambridge; Texas Tech University, Lubbock, TX; Virginia Polytechnic Institute and State University, Blacksburg, VA; School of Mechanical, Industrial, and Manufacturing Engineering, Oregon State University, Corvallis	International Journal of Production Economics
11.	Maignan, F.P.; Aguinis, H.; Waldman, D.A.; Siegel, D.S.	Extending Corporate Social Responsibility Research to the Human Resource Management and Organizational Behavior Domains: A Look to the Future	2013	USA	Not presented	Michigan State University; George Washington University; Arizona State University	Personnel Psychology
12.	Dewisch, N.; Dolak, C.; Dai, P.; MR.; Gombare, A.; Adams, O.; Angami, M.; Berggren, K.; Fogel, K.; Stewart, D.; Lillina, J.; Schepers, R.; Yousef, F.; M.	An approach to estimating human resource requirements to achieve the Millennium Development Goals	2005	Switzerland	Health planning; Human resources for health; Health interventions; Tuberculosis; Maternal health; Child health; Malaria; HIV/AIDS	Human Resources for Health, Center of Evidence and Information for Policy, World Health Organization, Switzerland; Rio de Janeiro State University	Personnel Psychology
13.	Forsyth, T; Barnea, L.	Corporate social responsibility: Issues for human resource development professionals	2008	Scotland and USA	Social; HRD; Sustainability; Corporate social responsibility	University of Stirling; University of Georgia	International Journal of Training and Development
14.	Gannon, T.N.; Maguire, D.	Human Resource Development and Society: Human Resource Development's Role in Embedding Corporate Social Responsibility, Sustainability, and Ethics in Organizations	2010	Ireland and Scotland	Not presented	University of Limerick, Limerick, Ireland; Queen Margaret University, Edinburgh	Advances in Developing Human Resources
15.	Gataviz, S.D.; Lepak, D.P.	Virtual HR: The Impact of Information Technology on the Human Resource Professional	2003	USA	Information technology; Job roles; Human resource	The College of New Jersey; Rutgers University; Levin Building; The University of Maryland	Journal of Vocational Behavior
16.	Stone, D.L.; Deshpande, D.L.; Lukaszewski, K.M.; Johnson, R.D.	The Influence of Technology on the Future of Human Resource Management	2013	USA	Human resource management; Technology; HRIS; e-learning; e-recruitment; e-learning; e-compensation	University of New Mexico Old Dominion University; Wright State University; University at Albany, The State University	Human Resource Management Review
17.	Pearson, L.; Haenschel, A.; Marten, D.	The rise of CSR: Implications for HRM and employee representation	2009	USA, Germany, and Canada	Corporate social responsibility; Europe; Human resource management; Labour representation	University of London, UK; University of Tor, Germany; York University, Toronto	Sustainability
18.	Shen, J; Benson, J.	When CSR Is a Social Norm: How Socially Responsible Human Resource Management Affects Employee Work Behavior	2014	Australia	Corporate social responsibility; Employee work behavior; Organizational identification; Socially responsible human resource management	University of South Australia	Journal of Management

Figure 5: Table of cited more than 100 times at Research gate about sustainability

The measurements used for the research of sustainability of human resource management are namely, self-developed measurement, and adapted from previous studies. Finally, most of the studies used descriptive statistics analysis. Limited studies were found to test construct empirically and quantitatively. The findings are presented in Table 1.

Table 1: Summary of Articles by Research Theories, Measurement, and Data Analysis

Authors	Theories	Measurement	Data Analysis
Pellegrini (2018)	Organizational Support theory	Adapted from previous studies	Inferential statistics
Esfahani (2017)	Not reported	Self-developed	Inferential statistics
Jacob (2017)	RDT, CET	Self-developed	Inferential statistics
Shahid, M. N., & HAMID, S. (2019)	Psychological Possession theory Dittmer (1992)	Adapted	Inferential statistics

Literature of sustainable HRM revealed that the underpinning issues of theories are still relevant since in sustainable HRM systematic review, only a few studies reported the underpinning theories namely “organizational support theory” (Eisenberger, Huntington, Hutchison, & Sowa, 1986), “Resource dependence theory”, (Preffer & Salancik, 1978), “stakeholder theory”, (Freeman, 1999). “Ability motivation opportunity theory” (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000; Boxall & Purcell, 2003) can be said to be similar to underpinning theories reported as in the mainstream literature. Since AMO model is emerge most of the studies have been published after year 2000 for the association of sustainable HRM to performance. As for measures and quality framework of sustainable human resource management, no previous studies focused on this theory.

4. Sustainable HRM Models in Modern Days (HRM Practices)

According to the researcher’s word sustainable means “the ability to maintain a certain level” for example level of economic growth, environmental sustainability and employee’s performance level. However, in human resource the concept of sustainability was introduced by Ehnert in year 2006. Researchers such as Stankevičiūtė & Savanevičienė, (2018b) and Wang, (2019) have stated that sustainability in human resources means to maintain a certain level of skills and abilities in employees. According to Stankevičiūtė & Savanevičienė, (2018b), “sustainable HRM is a design or package of HR practices, which allows an organization to maintain, renew and restore human resources”. Further, Wang, (2019) have stated that sustainable HRM is a substitute of conventional HRM and a gateway which is used to connect the HRM to sustainability.

Previous, studies of sustainability, reveals that modern academic research focused and elaborates the features of sustainable HRM (Ehnert, 2014; Stankevičiūtė & Savanevičienė, 2018a). However, researchers noted that research about how sustainable human resource management translate into human resource practices is still needed to be more explore (Ehnert *et al.*, 2016; Stankevičiūtė & Savanevičienė, 2018b). The research of sustainable HRM indicated various components sustainable HRM applied in the different organizations of Switzerland and Lithuania having the following characteristics: care of employees (work-life balance), fairness of employees with organization (individual Responsibility), Training and employee development (employability) (Stankevičiūtė & Savanevičienė, 2018b). Hence, organizations need more heterogeneous HRM practices, which simultaneously consider the sustainability of human resources.

In this regard the first model of sustainable HRM is presented by Zuhag, (2001). According to Zuhag, (2001) sustainable HRM consist of three sub-dimensions including employability, (which deals with employee’s continuous skill development) second is sense of personal responsibility (which deals with organizational effort to share the responsibility with employees and employees internal commitment to fulfill those responsibilities which helps to attract and retain the employees). Third, sub-dimension of sustainable HRM is work life balance (which deals with health and productivity of employees).

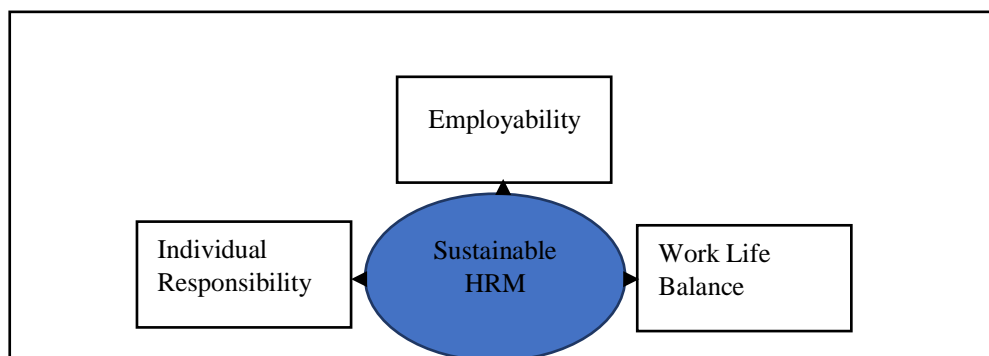


Figure 6: Sustainable HRM Model Zuhag et al., (2001)

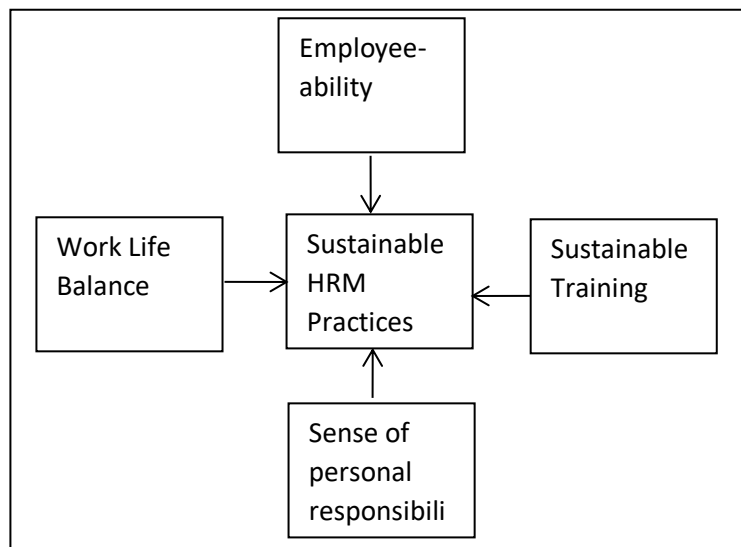
Furthermore, the Zaugg,s (2001) model of sustainable HRM is mainly focus on the internal and psychological aspects of human resources. Hence, there is a need to develop a new model of sustainable HRM which also deals with psychological as well as physical and continuous development of human resources.

The second model of sustainable HRM is presented by Mack & Genari (2018). According to this model, the sustainability of human resources is based on three factors (1) attraction and retaining talent, (2) maintaining a healthy and productive work force, and (3) developing employee’s skills. Furthermore, Mack & Genari, (2018) and Ehnert, (2008) have stated that “maintain the sustainable HRM entails not only attracting, retaining, motivated and talented employees but also providing them healthy environment of work and opportunities for skill development and trainings (Manzoor, 2019). Additionally, Manzoor (2019), have mentioned that employee’s participation (offer them responsibility of their work), employees’ empowerment (training, employability, ownership) and selection are the suitable practices of sustainability of human resources. However, Mack & Genari, (2018) presented a new model of sustainable HRM which provide a holistic view of sustainable HRM. According to this model sustainability of human resources is depend on the following practices (attraction of professionals, training, development (employability), performance, talent management and compensation practices, occupational health and safety, care of employees (work lie balance), organizational support, internal communication (share responsibility).

Thus, on the basis of above discussed sustainable HRM models, current study focused on the four dimensions of sustainable HRM including (1) employability (skill development) (2) individual responsibility (empowerment), (3) work life balance (care of employees), and (4) training (continuous and long-term opportunities for sustainable development).

4.1. Adapted Model of Sustainable HRM

Finally according to theory of psychological ownership personal responsibility means to offer the responsibility to employees and make them accountable for the outcomes through empowerment and participation (Ruyter, 2002, Mack & Genari, 2018). Similarly, zaugg *et al*, (2001) and Mack & Genari, (2018), propose the work life balance and training as part of Sustainable HRM in view of care of employees and continuous skill development to enhance the employees working age. That’s why current study follows the model of zaugg, *et al*, (2001) and Mack & Genari, (2018) for current study which include the employability, work life balance, individual responsibility and training as sub-dimensions of sustainable HRM.



Source: Sustainable HRM Model used by Shahid, M. N., & HAMID, S. (2019)

4.2. Research papers categorized based on Authors name, Years, country, name of journal and operational definition of sustainable HRM

Below are the studies which are shortlisted after a detailed review of literature on sustainable HRM construct and practices. This table also add the systematic review papers previously published by authors most cited papers and presented on Google scholar.

Table 2: Summary of Articles by Authors, Year, Country, Journal and Operational definition

Studies	Year	Country	Journal	Operational Definition
R. J. Zaugg et al. (2001)	2001	European Companies and Institutions	University press	Implementation of sustainable HRM is based on the employee’s personal responsibility and its future orientation. SHRM is defined under the objectives of “methodological, instrumental approaches

					and objectives are long-term oriented, economical and socially responsible and efficient recruitment, training, retraining, professional development, to increase employability, guaranteeing a harmonious work-life balance, and increasing individual responsibility take on an important role in the concept of SHRM.
Mariappanadar (2003)	2003			International Journal of Social Economics	“Sustainable human resource management is defined as the management of human resources to meet the optimal needs of the company, society, and employees without compromising the ability to meet the needs of the future.”
Ehnert (2006b)	2006			21st EIASM Workshop on SHRM	“The adoption of HRM strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects of feedback”
Ehnert (2009b)	2009			Springer-Verlag, Hiedelberg	“Sustainable human resource management is the pattern of human resource management strategies and practices which enable the organizations to achieve the organizational goals along with the controlling of side and feedback effects of HR system on employees and organization.”
Ricardo de Souza Freitas <i>et al.</i> (2011)	2011			Business strategy series	“Sustainable Human Resource Management is the art of achieving the goal of organizational sustainability, through the employability, personal responsibility, HRM policies, practices, and strategies, which ultimately support all dimensions (social, economic, and organization working environment) simultaneously”.
E. Cohen <i>et al.</i> (2012)	2012			SHRM report	“Sustainable HRM is a process to achieve the organizational sustainable performance goal through sustainable policy and strategy, practices, which create skills, trust, value and motivation in employees and at the same time ensure the sustainable health and work-work-life balance for the organizational stakeholders (internal and external).”
Ehnert <i>et al.</i> (2016),	2016			The International Journal of Human Resource Management	“SHRM is defined as the adoption of sustainable HRM strategies and practices, that make the firm able to achieve the financial, social and economic goals, for long term period of time along with the control of side and feedback effects of HRM strategies and practices on firm employees and other stakeholders.”
Jacob Cherian (2017)	2017	UAE		International journal of management	“Sustainable HRM consist of employees (social, psychological, physical wellbeing), environmental awareness and society long term sustainable development of all stakeholders”
Aibaghi-Esfahani <i>et al.</i> (2017)	2017	Colombia		University EAFIT Colombia	“Sustainable HRM is constructing based on concepts of employability, personal

Pellegrini et al. (2018)	2018	Italy	Business Strategy and the Environment	responsibility, work-life balance, and employees, physical and psychological wellbeing, along with the long-term period of time resources sustainability concept.” “sustainable human resource management is the process of implementation of HRM practices (internal sustainability orientation, training, supervisor support, reward system) to enhance the affective commitment of employees and motivation of employees to develop the sustainable behavior of employees, along with keeping the consideration of long-term sustainability of human resources wellbeing.”
Stankevičiūtė and Savanevičienė (2018b)	2018	Lithuania	Sustainability	“Sustainable HRM is a new construct which consists of sustainable human resource practices (care of employees, employee health condition offering, profitability, employability, employees’ development, work-life balance, fairness, and equality) and policies to take care of social, environmental, and human aspects of the organization.”
Shahid, M. N., & HAMID, S. (2019)	2019	Pakistan	<i>International Journal of Innovation, Creativity and Change, Human Resource Management,</i>	Sustainable HRM practices are consist of employees employ-ability, work life balance, sense of personal responsibility and sustainable training.
Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023).	2023	USA	<i>Central European Management Journal.</i>	Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. 62(3), 331-353.
Piowar-Sulej, K. (2024).	2024	Europe	<i>International Journal of Organizational Analysis.</i>	Sustainable human resource management: a mixed-method analysis of the research field focusing on the visegrad countries.
Singh, S., Awasthi, K., Patra, P., Srivastava, J., & Trivedi, S. K. (2024).	2024	UK	<i>International Journal of Organizational Analysis.</i>	Sustainable HRM the next hotspot for management research? A study using topic modelling.

4.3. Systematic Review papers on Sustainable HRM

Table 3: Review Papers of Sustainable HRM

Author	Year	Country	Journal	Title of Review Paper
Ehnert, I., & Harry, W. (2012).	2012	Germany	<i>Management revue</i>	Recent developments and future prospects on sustainable human resource management: Introduction to the special issue.
Guerci, M., Shani, A. B., & Solari, L. (2013).	2013		<i>Developing sustainable business organizations</i>	A stakeholder perspective for sustainable HRM: Literature review and a research agenda. <i>Sustainability and human resource management:</i>
Thevanes, N., & Arulrajah, A. A. (2017)	2017		<i>Proceedings of Fourteenth International Conference on Business Management</i>	. The search for sustainable human resource management practices: A review and reflections.

Macke and Genari (2019) (Systematic Review Paper)	2019	USA	(ICBM) Cleaner Production	“Sustainable Human resource management has a multilevel process, (effects on the individual, process management, organization, and society), dimensions, (economic, social, ecological and human) and time perspectives (short term and long term)”
Piwowar-Sulej, K. (2021).	2021	UK	<i>Sustainable development</i>	Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology.
Liang, X., Zhang, X., Paulet, R., & Zheng, L. J. (2022).	2022	Switzerland	<i>Sustainability,</i>	A literature review of the COVID-19 pandemic’s effect on sustainable HRM. <i>14(5)</i> , 2579.
Gomes, G. P., Coelho, A., & Ribeiro, N. (2024) (systematic Review paper)	2024	UK	<i>Journal of Organizational Effectiveness: People and Performance.</i>	
Qamar, F., Afshan, G., & Rana, S. A. (2023)	2023	Geremeny	<i>Management Review Quarterly</i>	Sustainable HRM and wellbeing: systematic review and future agenda
Kumar, A., Bhaskar, P., Nadeem, S. P., Tyagi, M., & Garza-Reyes, J. A. (2020).	2020	India	<i>International Journal of Mathematical, Engineering and Management Sciences</i>	Sustainability adoption through sustainable human resource management: A systematic literature review and conceptual framework.
Anlesinya, A., & Susomrith, P. (2020).	2020		<i>Journal of Global Responsibility</i>	Sustainable human resource management: a systematic review of a developing field. , <i>11(3)</i> , 295-324.
Kainzbauer, A., & Rungruang, P. (2019).	2019	Switzerland	<i>Sustainability,</i>	Science mapping the knowledge base on sustainable human resource management, year (1982–2019).
Siddique, N., Naveed, S., & Inam, A. (2024).	2024		<i>Journal of Organizational Effectiveness: People and Performance</i>	A bibliometric review on sustainable human resource management (1982–2023).

It is clear from the above table 3 that sustainable HRM is currently a topic of significance. Specifically in past 4 years sustainable HRM gain most attraction by the researchers. Most of the review papers are published between 2020 to 2024. The above mentioned information clearly indicated that most of the work on sustainable HRM is performed in western countries and very less studies are conducted in Eastern world. Therefore, current study successfully identifies the theoretical and literature gaps in the research of sustainable HRM.

5. Conclusion

The recently developed sustainable human resource management has shown to be beneficial to an organization's results and has evolved into a crucial component of business operations. The idea of a green, sustainable human has been observed to exhibit variation in the literature search. management of resources. The findings of this current literature evaluation, which spans the years 2010 to 2024, demonstrate the importance of sustainable HRM in assuring both environmental competitiveness and sustainability through organizational and individual involvement in the fast-paced corporate world of today.

The body of literature already in existence in the specific areas has benefited from the current systematic literature evaluation. First off, the methodology used in the data collection and selection for this review has remained objective. Every piece of data was sourced from peer-reviewed papers, guaranteeing both the quality and validity of the information. Second, the study's emphasis areas provide scholars and researchers with fresh

perspectives that enable them to approach the literature in novel ways. Thirdly, an integrated definition of sustainable HRM practices is provided by this review.

Every research publication published between 2001 and 2024 has undergone a thorough analysis, adhering to defined and methodical criteria and methods. All of the relevant data regarding sustainable HRM in relation to the study topic has been highlighted, outlining the ideas, factors that influence implementation, advantages, and disadvantages at the organizational and individual levels (employees).

Three research questions have been addressed in this work. With regard to research question 1, makes clear that although there has been a rise in publications about sustainable HRM since 2010, there has been a noticeable abrupt sharpening of the literature in 2018 and continues to this day. It is clear from research question 2 that the sustainable HRM literature has been categorized according to the several focal areas that have been chosen. All of the models and frameworks created in the literature at this time regarding sustainable HRM and improved environmental performance are included in the first emphasis area.

Furthermore, research question 3 evident from research tables makes it clear that the primary focus of the research is on quantitative analysis, which is followed by theoretical studies, and definitions in order to support the integration of sustainable HRM inside the businesses. These responses to the questions about the study's purpose help close the gap between theory and practice by identifying the research findings that will enable organizations and the government to develop strategies and policies within the specific focus areas in order to ensure the successful implementation of sustainable HRM practices within the organizations.

The study's conclusions are a valuable resource for researchers and practitioners interested in a thorough understanding of sustainable HRM, particularly in situations where ideas have been ambiguous. The systematic literature review highlights that several concepts have been proposed by different scholars, which is why the researchers' first contribution to the subject area is focused on the various concepts and elements of sustainable HRM practices. The sustainable HRM research discussion, models, and social, economic, and environmental sustainability indicators have all benefited from this work. Most importantly, the majority of this study highlights the advantages and prospects for integrating sustainable HRM principles into the company while also providing the necessary implementation drivers and challenges.

The classification of studies based on the nations in which these behaviors have been researched is another contribution made by this literature analysis. The study has demonstrated that the focus of research has been on industrialized nations, where the majority of sustainable HRM are nearing full completion. Nonetheless, emerging nations are also participating in these kinds of activities within their institutions, which might aid in the advancement of environmental sustainability.

The direction for further research was also clarified by this systematic literature evaluation. Because there hasn't been much research done on the social indicators of sustainable HRM, more studies should be done on this topic to determine how society contributes to sustainable HRM in businesses. Additionally, it's important to determine how the effective, adaptable, and efficient sustainable HRM methods will be put into practice.

Even if the advantages of sustainable HRM for businesses have been adequately explained in this study, a thorough analysis of the long-term effects of HRM is still necessary in order to make the incentives appealing to both employers and employees.

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