

The Influence of Sustainable Human Resource Practices on Employee Engagement: A Case of Manufacturing Industries

Mrs. P. Kranthi¹, Dr. M. Geeta², Dr. Debolina Gupta³, Dr. Kumuda P.R⁴, Dr Kiran Kumar Thoti⁵

¹Research Scholar, Koneru Lakshmaiah Education Foundation (Deemed to be) University, Hyderabad, India, Email: pkranthi.sap@klh.edu.in

²Associate Professor, KLH Business School, Koneru Lakshmaiah Education Foundation (Deemed to be) University, Hyderabad, India, Email: sivageeta@klh.edu.in

³Asst Professor, M.S. Ramaiah Institute of Management, Bangalore, India, Email: debolina@msrim.org

⁴Associate Professor, M.S. Ramaiah Institute of Management, Bangalore, India, Email: kumuda@msrim.org

⁵Associate Professor, M.S. Ramaiah Institute of Management, Bangalore, India, ORCID: 0000-0002-6678-9425, Email: kiran.kt@msrim.org

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ABSTRACT

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The research aims to investigate how manufacturing firms in Hyderabad, India, might enhance employee engagement through sustainable HRM practices. The objective of sustainable human resource management is to enhance corporate outcomes while preserving the welfare of employees and the environment. Sustainable human resource management methods assist organizations in attracting and retaining a more engaged and committed workforce. The study employed a quantitative technique to survey 263 persons across various industrial sectors in Hyderabad to get its findings. The findings indicate a favourable correlation between heightened employee engagement and sustainable HRM practices. Key sustainable HRM practices include regulations that foster environmental sustainability, opportunities for continuous learning, equitable compensation, and work-life balance. A more engaged workforce correlates with elevated levels of job satisfaction, productivity, and organizational success, as evidenced by study conducted on manufacturing enterprises in Hyderabad employing sustainable HRM practices. The findings underscore the essential importance of sustainable human resource management in fostering a committed and motivated workforce within the industrial sector.

Keywords: Human Resources management, Sustainable, employee engagement, manufacturing industries.

1. INTRODUCTION:

Sustainability is becoming a cornerstone of company strategy in today's dynamic marketplace. Companies are starting to see the value of HRM (human resource management) as one area where sustainability concepts may be used, (Brewster & Brookes, 2024). A growing number of organizations are realizing the need of sustainable human resource strategies in balancing their financial, social, and environmental duties. By advocating for policies that are ethical, egalitarian, and ecologically responsible, these practices aim to provide long-term value for the firm and its employees. A growing part of human resource management's remit is helping businesses become more sustainable, in addition to its long-standing responsibilities of recruiting, developing, and keeping top personnel. Integrating strategies that promote organizational productivity and employee well-being while also supporting business sustainability goals is what sustainable HRM is all about, (Jia & Hou, 2024). Corporate social responsibility (CSR) programs, diversity and inclusion policies, employee wellness programs, ethical labour practices, and green HRM are all part of this. A company's environmental and social obligations are enhanced by these practices, which also impact employee attitudes, motivation, and dedication, (Koneru & Hymavathi, 2025). A key component of a successful firm is an engaged workforce. It describes the degree to which workers care about and commit to their jobs and the company they work for. Workers who are enthusiastic about what they do for a living are more likely to go above and above, provide fresh ideas, and stay loyal to their companies. They assist firms accomplish their strategic objectives, have greater levels of job satisfaction, and contribute to a healthy workplace culture. Businesses that want to be more sustainable and successful must, therefore, know what makes their employees more engaged, (Kaith & Sachdeva, 2024). Sustainable human resource strategies include both benefits and problems that are specific to the

manufacturing business. The manufacturing industry is highly dependent on human capital due to the high level of work involved. But it also faces problems including excessive staff turnover, worries about worker safety, and the effects of industrial activities on the environment. Safe working conditions reduced environmental footprints, fair labour standards, and enhanced employee engagement are some of the concerns that may be addressed by the integration of sustainable HRM in manufacturing. One of the most important sustainable HR solutions that companies are using to bring their HR policies in line with environmental sustainability objectives is green HRM. Paperless offices, energy-efficient workspaces, environmentally friendly transportation alternatives, and sustainability training for employees are all part of this strategy. Both the company's sustainability initiatives and employee morale and engagement are boosted by green HRM's promotion of an eco-conscious work culture, (Al-Sulaiti, 2024). When workers believe their employers care about the community and the environment, they are more invested in their job and prouder of the impact they are making. Taking care of employees and helping them find a good work-life balance is another important part of sustainable HR strategies. A healthy work environment is an engaged workforce, and companies that care about their workers' health and happiness tend to have happier workers, (Subramanian & Suresh, 2023). Flexible work arrangements, wellness initiatives, mental health assistance, and ergonomic office designs are all examples of sustainable HR practices in this area. Workers are more inclined to put their hearts into their work when they believe their bosses care about them. A key factor in encouraging employee engagement is the implementation of ethical labour practices. Gaining the confidence and loyalty of your employees begins with providing them with fair compensation, equitable chances, a safe workplace, and open lines of communication. Ensuring ethical labour standards is of the utmost importance in the manufacturing business, since workers may encounter physically demanding duties and severe occupational risks, (Guerce et al., 2023). A healthy work environment that promotes engagement and productivity may be fostered by organizations that place a premium on employee rights and fair treatment. Equally important to long-term HRM success are diversity and inclusion initiatives. When businesses actively seek out and cultivate diverse perspectives and experiences, they foster an inclusive workplace in which workers from all walks of life may thrive. Efforts to promote diversity in the workplace, such as fair hiring procedures, equitable promotion possibilities, and cultural awareness training, help employees feel like they belong, (Makhecha & Mariappanadar, 2023). Employees are more invested in the organization's success and more inclined to go above and beyond when they feel valued and respected. Sustainable HR practices and employee engagement are already strongly linked, and CSR activities only serve to solidify this relationship. Employees feel more connected to the company's mission when it takes an active role in community development, charitable giving, and social concerns. Workers report higher levels of work satisfaction and a stronger sense of belonging to the company's purpose after participating in CSR initiatives. They become more invested and enthusiastic about their work as a result. Employees aren't the only ones who gain from sustainable HR practices; the company's bottom line and credibility also benefit. Improved employee retention, reduced absenteeism, and increased employer branding are common outcomes for companies that adopt HR practices driven by sustainability, (Širca et al., 2024). Companies that care about their employees and the environment are more likely to recruit top talent in today's tight labour market. Applicants, especially those in the younger generations, are more likely to apply for jobs with organizations that show they care about doing the right thing and being environmentally conscious. Sustainable human resource management has also benefited greatly from technological advancements. Companies have been able to improve employee experiences, cut down on resource consumption, and simplify HR operations with the use of data analytics, artificial intelligence, and digital HR platforms, (Muhammad et al., 2023). For instance, AI-powered recruiting tools encourage fair hiring practices, while virtual training programs cut down on travel and printed materials. More efficient and effective implementation of sustainable practices is possible when firms use technology in HRM. Sustainable HR practices have many advantages, but firms may face obstacles when trying to put them into effect, (Qamar et al., 2023). Implementing HR policies that prioritize sustainability can be challenging due to factors such as resistance to change, limited budgets, and general lack of knowledge. Organizations need to put money into staff training, leadership buy-in and change management tactics to conquer these obstacles. To foster a culture of sustainable HRM, it is important to involve employees in the process and explain the long-term advantages of sustainability. The effects of sustainable human resource policies on businesses and their workers are far-reaching. Human resource management (HRM) that takes ESG factors into account helps companies build engaging workplaces that attract and retain top talent over the long term. Sustainable human resource strategies are becoming more important for companies in the manufacturing sector as they aim to increase employee happiness, productivity, and their impact on global sustainability initiatives, (Khan & Muktar, 2024). Driving organizational

success and creating a more responsible and engaged workforce are both achieved by emphasizing the human side of sustainability in business.

One of the most important factors in organizational success is employee engagement. It affects workplace productivity, employee happiness, and overall business performance. To succeed in today's cutthroat economic climate, companies need engaged workers who aren't only more invested in their jobs but also the key to growth, customer satisfaction, and innovation, (Al-Abbadi & Abu Rumman, 2023). Therefore, it has become a priority for business leaders and HR experts to comprehend what employee engagement is, what variables contribute to it, and how it affects individuals and employers. An engaged workforce is one whose members care deeply about the success of their company and its mission as well as their own personal development as specialists in their field. The term incorporates a broader feeling of drive, purpose, and connection to the workplace than just job satisfaction or employee pleasure, (Ly & Pathak, 2024). An engaged workforce is one that is more invested in the success of the business and more eager to pitch in and deliver results. They show incredible perseverance when faced with adversity and are always looking for ways to improve themselves and their careers. Workplace engagement leads to higher output, less employee turnover, and better bottom-line results for businesses. Workplace culture, leadership styles, job design, personal recognition, and work-life balance are just a few of the many elements that contribute to employee engagement. Executives have a significant impact on how invested workers are in their work, (Noor et al., 2023). An effective leader motivates and enables their team members by outlining specific goals, encouraging candid feedback, and showing they care about their employees' growth. Transparent decision-making, constructive criticism, and recognition of employee accomplishments all contribute to an atmosphere where individuals feel appreciated and inspired to perform at their best. Another important factor that determines employee engagement is the culture of the workplace. Employees are more likely to match their own beliefs with the organization's vision and mission when they work in an environment that is welcoming, supporting, and focused on shared values. Employees are more likely to interact with a company that values honesty, respect, and teamwork, (Širca et al., 2024). Workers who value their role in achieving a greater good are more invested in the success of their company and more inclined to go above and beyond in their job for the employer. Fostering engagement relies on job design and meaningful employment. Workers put more effort when they can see how their job contributes to a greater good and when their interests and abilities mesh with those expectations. Workers are more likely to be satisfied in their work lives when they have some control over their work, room to express their creativity, and the ability to see where their efforts are making a difference. Moreover, firms that put money into programs that help employees advance in their careers, whether via formal training or informal means like skill-building workshops, have a far higher rate of employee engagement, (Jia & Hou, 2024). Staff engagement is greatly impacted by incentives and praise. They say that workers are more likely to keep their motivation and dedication high when they know their efforts are valued. Organizations that have strong recognition systems in place, whether it's through monetary incentives, verbal praise, or chances for career progression, cultivate an environment of gratitude and engagement. Staff members feel more invested in the company's success and their role within it when they get feedback that is both specific and relevant, (Mamatha & Kumar Thoti, 2023). Maintaining a healthy work-life balance is critically important for engagement. Workers who are overworked or unhappy owing to insufficient control over their schedules or other factors are less likely to put a lot of effort into their jobs. Firms that care about their employees' health and happiness by providing resources like wellness programs, mental health counselling, and flexible work schedules tend to have happier and healthier employees. Workers are more invested, productive, and content in their jobs when they perceive a healthy balance between their personal and responsibilities, (Thoti et al., 2019). One area where technology has had a revolutionary impact on employee engagement is in communications. Workers' relationships with their jobs and coworkers have been transformed by digital technologies, options for remote work, and collaborative platforms. Businesses may better foster an inclusive and connected workforce by utilizing technology to improve communication, simplify processes, and provide chances for virtual involvement. Organizations may successfully modify their strategy to meet the requirements of their employees with the help of employee engagement platforms, feedback systems, and performance management tools. These solutions produce useful insights about worker sentiment. Importance of ethical business practices and corporate social responsibility (CSR) in influencing employee engagement has grown in recent years. Workplaces that are purpose-driven appeal to employees because they allow them to live out their beliefs while also making a good impact on society. Workers take pleasure in their work and are more loyal to companies that show they care about the community, the environment, and their workers by engaging in sustainable practices and engaging in ethical labour management. Employees are more invested in the success of their organization and more inclined to go above and beyond when they have faith in its fundamental principles. Engaged

employees have a multiplier effect on the company's success, going beyond just their own performance. Employee engagement is a key factor in driving innovation, customer happiness, and corporate success, (Farmanesh et al., 2023). Organizations that put an emphasis on engagement see a decrease in absenteeism, a decrease in turnover costs, and an improvement in financial performance. Engaged workers also promote the firm and its products or services to other parties, which helps bring in talented individuals. Having an engaged workforce helps businesses stand out as employers and attract top talent. Achieving and maintaining high levels of employee engagement can be tough, but the advantages are worth it. Organizations frequently encounter challenges including uninvolved leadership, poor communication, muddled career pathways, and inadequate recognition initiatives. Involvement from leadership, participation from employees, and channels for ongoing feedback are all necessary for a comprehensive and strategic approach to managing these difficulties. Organizations may create an engagement-centric culture by showing they care about their employees' opinions, taking their suggestions into consideration, and encouraging participation and autonomy, (Järlström et al., 2024). To keep their employees engaged, firms need to be flexible and adjust to changing workplace dynamics and employee expectations. A wide range of generations with different tastes and goals make up today's workforce. To better satisfy the evolving requirements of their employees, companies should implement engagement strategies that prioritize inclusion, creativity, and agility, (Tran, 2023). Employees are more invested in the long run and the firm does better when it prioritizes their health and happiness, offers individualized career development programs, and works to increase engagement. When employees are actively involved in their work, it has a direct impact on their happiness, loyalty, and the company's bottom line. Businesses have a better chance of long-term success if they put an emphasis on employee engagement through initiatives including creating supportive work environments, training leaders, rewarding employees for their efforts, and encouraging a healthy work-life balance. Companies that want to create motivated, resilient, and high-performing workforces will find that employee engagement is the deciding factor in an increasingly competitive market. Successful engagement methods allow firms to foster an atmosphere where people can flourish, think creatively, and make a significant impact towards common objectives, (Lulewicz-Sas et al., 2022).

2. REVIEW OF LITERATURE:

Vadithe et al (2025), Green HRM is a vital method for integrating environmental management into HR practices, and it is becoming more important as firms look for sustainable strategies to tackle environmental concerns. Using work meaning, job satisfaction, and green job performance as mediators, this study investigates how Green HRM adoption affects organizational sustainability. The data was gathered from 344 IT personnel in India, and the suggested model was evaluated with the use of SmartPLS 4.0 and partial least squares structural equation modelling (PLS-SEM). Results show that green job performance, organizational sustainability, employee job happiness, and the meaningfulness of work are all positively impacted by green HRM adoption. The viability of an organization and the happiness of its employees are both affected by the degree to which their work has significance. The same holds true for the favourable effects on organizational sustainability and employee happiness brought about by green work performance. Job satisfaction also has a favourable effect on an organization's longevity. According to the mediating analysis, there is a link between Green HRM implementation and organizational sustainability. Partially mediating this relationship are factors like meaningfulness of work, employee job satisfaction, and green job performance. By shedding light on how Green HRM practices promote a sustainable corporate environment via enhanced employee performance and experiences, this study contributes to the current body of knowledge. The findings shed light on the significance of all-encompassing Green HRM approaches in attaining organizational sustainability in the long run, and they provide useful information for human resource professionals who are dedicated to incorporating environmental sustainability into HR strategy. Iqbal (2025), Promote environmentally conscious human resource management (Green HRM) and highlight its impact on attracting and retaining top talent. This trend towards Green HRM as a primary approach for recruiting and retaining employees has been prompted by the demand for organizations to be environmentally friendly in their responsibilities. This chapter lays out the many parts of this idea, such as methods for creating environmentally friendly workplaces, a sustainable leadership style that supports green training and development initiatives, and ways to increase staff environmental literacy. It also notes that these measures boost corporate accountability, employee satisfaction, and retention. Integrating green HRM into an organization's core strategy creates a dedicated and inspired staff, which in turn reduces attrition and establishes credibility in the face of uncertain economic times. Subrahmanyam, S. (2025), The novel "Re-inventing Human Resource Management (HRM) 2.0" delves at the revolutionary impact of AI on contemporary HR strategies, especially in the areas of talent acquisition and retention. Resume screening and applicant matching are two

examples of how AI is improving efficiency and decreasing prejudice. To top it all off, statistics driven by AI reveal how engaged and productive employees are, which in turn helps with retention efforts through tailored training and education. Additionally, the chapter delves into ethical concerns including data privacy and algorithmic bias, highlighting the importance of open AI systems. In the end, AI helps create a long-term HRM ecosystem, which helps businesses succeed in attracting and retaining personnel and improving their operations. A company's bottom line and morale might be impacted by green HRM practices in the long run. Green HRM is a way to incorporate sustainability into the company's culture. Some examples include environmentally friendly hiring practices, training, and performance management. All the techniques mentioned above are environmentally friendly methods of human resource management. As more and more businesses show care for the environment, these strategies are assisting them in fulfilling their environmental responsibilities. We were able to look at both qualitative and quantitative data since we used a mixed-methods approach. Quantitative data came from surveys, while qualitative data came from in-depth interviews with workers at various companies. Both environmental performance and staff engagement are evidently enhanced by Green HRM. This is proofed by the data display. The correlation between green HRM and employee engagement is moderated by personality traits like good affect and conscientiousness. Wang et al (2025), The effects of Green Human Resource Management (GHRM) on worker happiness and civic engagement have propelled the field to the forefront of academic inquiry. The complex web of connections between GHRM practices, hotel employee motivation, sustainability, health, and civic engagement is the focus of this study. A thorough model is created and validated using data obtained from 410 hotel employees, using Ability-Motivation-Opportunity (AMO) theory as a basis. By using a cross-sectional approach and evaluating hypotheses with the Structural Equation Modeling (SEM) technique, this study shows that GHRM has a significant beneficial effect on sustainability, well-being, employee motivation, and civic behavior. Investment in GHRM practices is strongly encouraged by the results of this study, which have important practical consequences for the hospitality sector. Employees can be better motivated to take an active role in protecting the environment and conserving resources if they have a better grasp of the hotel's green management efforts, which can be achieved via this investment. Findings from this study stress the importance of green HRM in the hospitality industry, namely in the hotel sector, where it has the power to boost employee engagement and help ensure the long-term viability of eco-friendly policies and procedures. In addition, the study suggests that the hotel sector hold training programs and seminars to raise environmental consciousness and encourage sustainable behaviors among employees. Apademetriou et al (2025), Integrating sustainability into HRM practices highlights the importance of HR as a driver of long-term success for organizations. This study takes a qualitative approach to research by conducting in-depth interviews with HR professionals from different companies. In this series of interviews, we look at the challenges, solutions, and overall state of HR services including training, performance management, employee engagement, and recruiting as they pertain to sustainability. Implementing eco-friendly recruiting practices, conducting sustainability-oriented training, and including environmental and social objectives into performance assessments are crucial solutions indicated by the qualitative insights. Staff devotion, organizational morale, and business image are some of the perceived consequences that this study elucidates, along with suggested techniques for fostering a sustainable culture in organizations. The findings highlight the importance of human resource management in promoting sustainability and show how practical steps may be guided by qualitative insights to build a workforce that is compatible with social and environmental goals for the long run. Herlina et al (2025), Improving employee engagement for workers in Greater Jakarta, Indonesia using Sustainable Human Resource Management and Artificial Intelligence focused on employee well-being. We analysed data from a cross-sectional survey of 366 employees using Rasch Model and Chi-Square tests. The findings indicate that there are strong positive correlations between employee engagement, well-being, and the sustainability of HRM methods. Nevertheless, it was also pointed out that by decreasing effort and improving decision-making assistance, the incorporation of AI technology promotes employee engagement. The importance of implementing long-term HRM strategies that prioritize the health and happiness of workers cannot be overstated, as this will lead to a more invested and efficient staff. Making a mark in the field of literature: An approach to employee involvement that considers sustainability, wellness, and technology on several levels. The use of AI to elicit value-added responses from staff and the adoption of comprehensive HRM policies that align with sustainability objectives are two examples of the practical consequences. Other potential avenues for future research include longitudinal studies and a more inclusive sample strategy, both of which might increase the study's generalizability to other settings.

3. RESEARCH OBJECTIVES:

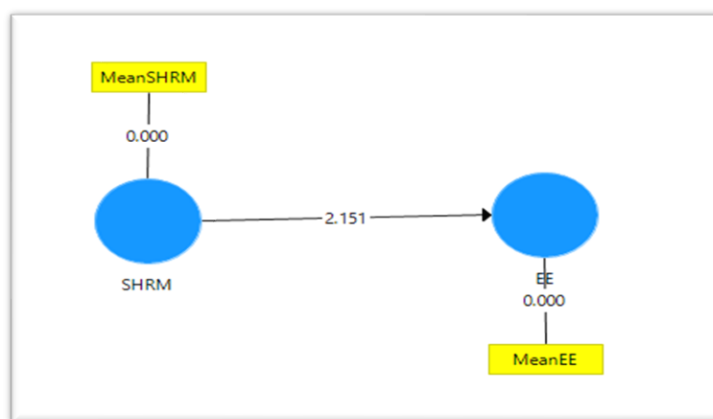
To investigate what variables significantly affect employee engagement and how that, in turn, affects organizational performance, company culture, and workers' health and happiness.

4. DATA ANALYSIS:

Moorees and Chang (2006) state that an outer loading of 0.60 is considered acceptable; nevertheless, our study shows that all the Sustainable HRM (SHRM) and Employee Engagement (EE) values are more than 0.70, indicating that all of the loading values are within the substantial and acceptable range. Fornell-Larcker (1981) criteria are commonly used to assess the extent to which the model's latent variables share variance. This criterion states that the convergent validity of the measurement model (CR) and the Average Variance Extracted (AVE) can be used to assess this validity; CR values greater than 0.7 are considered very good, and an AVE value of 0.5 is considered acceptable. AVE measures the amount of variation captured by a construct rather than the amount of variance due to measurement error. A reliability indicator that is more accurate than Cronbach's Alpha is CR; a desirable result is 0.7 or above. Our analysis shows that the AVE values are 0.761 and 0.762, which are excellent levels.

5. HYPOTHESIS STATEMENT:

The Influence of Sustainable Human Resource Practices on Employee Engagement



A p-value with a probability lower than 5% is considered statistically significant. The findings are completely random when $p = 0.05$ is utilized, indicating that the likelihood of the null hypothesis being correct is very low. Because of this, we may reject the null hypothesis and accept the alternative one. Based on our findings, we may reject the null hypothesis and accept the alternative hypothesis ($P = 0.000$). With a 95% confidence range of ± 0.05 , a t-value of 1.96 is little enough to be deemed coincidental. To be 95 percent sure that utility significantly affects choice, you need to conduct an experiment and estimate (calculate a utility value). If the t-value linked to that estimate is exactly 1.96, then you have your evidence. What this means is that this test will provide big results 5% of the time, even when the utilities in question do not actually influence decisions (false positives). The significance of the hypothesis statement is supported by the fact that the T Value in our study $SHRM \rightarrow EE$ is 2.151, which is higher than 1.96. There is a substantial relationship between sustainable human resource practices and employee engagement.

6. CONCLUSION:

An organization's performance and longevity are highly dependent on the level of involvement of its employees. Overall company performance is better when employees are enthusiastic about their work, which leads to more productivity, happier workers, and a more favourable work environment. Employee engagement levels are influenced by a multitude of elements. These include leadership styles, corporate culture, recognition programs, and possibilities for career progression. Companies that invest in their employees' happiness and health through open lines of communication, purposeful work, and other programs are better able to hold on to their best employees and encourage them to stay for the long haul. A deliberate strategy that is in sync with corporate goals and employee expectations is necessary to create employee engagement in today's fast-paced business climate. Sustainable human resource strategies that encourage participation can help organizations adapt to changing market conditions by creating a more engaged, creative, and hardy staff. Companies may improve their chances of success and longevity

in the market by putting money into employee engagement programs, which boost performance on both an individual and team level.

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