

Sustainable Human Resource Management Practices as a Driver of Organizational Competitiveness

Chioma Peace Okonkwo

Ainsworth Inc, New Jersey, USA

Abstract: This study examines how sustainable human resource management practices support the long-term competitiveness of organizations by improving employee capability, encouraging environmentally responsible behavior, and strengthening strategic alignment. Although interest in sustainable people management has increased in recent years, existing studies often focus on isolated practices and do not fully explain how integrated sustainable systems influence competitiveness. This study addresses this gap by reviewing peer-reviewed research published between 2019 and 2025 to identify the main ways in which sustainable human resource activities enhance workforce performance and organizational outcomes. The review focuses on key practices such as green recruitment, continuous employee development, staff engagement programs, and leadership that support sustainability. The analysis draws on the Resource-Based View and the Ability Motivation Opportunity model to explain how sustainable human resource systems strengthen knowledge sharing, encourage innovation related to environmental improvement, and enhance the overall well-being of employees. These mechanisms are used to guide the central questions concerning how sustainable human resource actions contribute to productivity, innovative capacity, and organizational resilience. Findings show that organizations that adopt sustainability-based human resource practices are more productive, better equipped to innovate, and more capable of maintaining stable performance in changing environments. These outcomes position them more competitively within their sectors. The study offers practical guidance for managers who intend to incorporate sustainability principles into human resource activities and identifies directions for future research to support stronger empirical understanding of the strategic value of sustainable human resource practices.

Keywords: Sustainable Human Resource Management, Organizational competitiveness, Employee Development, Knowledge Management, Workforce performance, Secondary Data.

INTRODUCTION

In an era where globalization is paramount, organizations face increasing pressure to remain competitive while addressing social, economic, and environmental responsibilities (Stahl *et al.*, 2020; Mazur & Walczyna, 2020). Traditional human resource management practices that focus primarily on efficiency, cost reduction, and short-term performance are no longer sufficient to meet these demands (Liang & Li, 2025). The emergence of Sustainable Human Resource Management (SHRM) reflects a strategic shift toward integrating sustainability principles into workforce management (Peretz, 2024). SHRM emphasizes not only the economic performance of the organization but also employee well-being, social equity, and environmental responsibility (Stahl *et al.*, 2020; Faisal, 2023).

Sustainable HR practices, including green recruitment, continuous training, employee engagement, ethical leadership, and well-being programs, are increasingly recognized as mechanisms that can enhance organizational performance (Gupta & Jangra, 2024; Ansari *et al.*, 2021). By fostering employee capabilities, promoting innovation, and aligning workforce behavior with long-term strategic goals, SHRM contributes to both operational efficiency and

competitive advantage (Jiang *et al.*, 2023). Moreover, organizations adopting sustainability-oriented HR practices benefit from improved organizational resilience, stronger reputations, and the ability to attract and retain high-quality talent, which is critical in a highly competitive labor market (Song, 2024; Aboramadan & Karatepe, 2021).

Despite growing attention to SHRM, there is still a limited understanding of how these practices collectively contribute to long-term organizational competitiveness, particularly in diverse industry contexts (Faisal, 2023). Existing studies often focus on isolated interventions or environmental outcomes, leaving a gap in knowledge regarding the integrated impact of sustainable HR practices on productivity, innovation, employee engagement, and overall business performance. This study situates SHRM within the broader strategic management framework, providing insights into how sustainability-driven HR policies can serve as a key driver of organizational competitiveness (Mazur & Walczyna, 2020).

Despite the growing interest in Sustainable Human Resource Management (SHRM), several important gaps persist in the literature. Many existing studies

focus primarily on environmental or workforce outcomes, often neglecting the strategic role SHRM plays in enhancing organizational competitiveness (Mazur & Walczyna, 2020). Most research relies heavily on primary data collected from specific industries or geographical regions, which limits the generalizability of findings and obscures broader patterns (Peretz, 2024). Furthermore, there is limited evidence on which specific SHRM practices are most effective in driving competitive advantage and how they interact with organizational structures and culture to produce measurable performance outcomes (Liang & Li, 2025; Gupta & Jangra, 2024). Questions remain regarding the mechanisms through which SHRM practices such as green recruitment, employee development, engagement programs, and sustainability-oriented leadership influence productivity, innovation, and resilience (Ansari *et al.*, 2021). In addition, studies often fail to account for differences in organizational size, sector, or national context, particularly in highly dynamic environments like the United States (Song, 2024). These gaps highlight the need for comprehensive analysis using secondary data to synthesize existing research, identify recurring patterns, and clarify the strategic contributions of SHRM to long-term organizational competitiveness (Faisal, 2023).

LITERATURE REVIEW

Sustainable Human Resource Management Conceptualization

Sustainable Human Resource Management (SHRM) represents an evolution of traditional HRM that integrates sustainability principles into people management processes. It emphasizes balancing economic performance with employee well-being, social equity and the environment. (Piwowar-Sulej, 2021). Unlike conventional HRM, which primarily focuses on efficiency and productivity, Sustainable HRM adopts a long-term orientation toward workforce development and organizational sustainability. (Madero-Gomez *et al.*, 2023).

According to Chowdhury, Khan and Miah (2023), sustainable human resource management aims to align organizational goals with broader societal and environmental objectives making it a central enabler of corporate sustainability. This integration of Human Resource practices and sustainability goals helps organizations create value for stakeholders, employees, customers, and shareholders rather than focusing solely on short-

term profits. Sustainable HRM ensures that Human capital policies promote ethical conduct, employee engagement, and adaptability that strengthen long-term competitiveness. (Elias *et al.*, 2023)

Theoretical Underpinnings of Sustainable Human Resource Management

SHRM's theoretical foundations are based on three key frameworks: the Resource-Based View (RBV), Stakeholder Theory, and the Triple Bottom Line (TBL) approach (Piwowar-Sulej, 2021). According to the Resource-Based View (Muñoz-Pascual *et al.*, 2020), firms can gain a competitive edge by building unique, valuable, and difficult-to-imitate human capital resources via sustainable HRM practices. Continuous learning, skill development, employee engagement, and innovation practices create organizational competencies that competitors struggle to reproduce, hence promoting long-term competitiveness.

Stakeholder Theory highlights the importance of organizations balancing the interests of many stakeholder groups, such as employees, consumers, shareholders, and the community at large. According to this perspective, SHRM practices such as fair compensation, safe and healthy working conditions, employee participation, and ethical leadership not only address stakeholder expectations but also improve organizational legitimacy, trust, and social acceptance (Aust *et al.*, 2020; Stahl *et al.*, 2020). Organizations develop their social interactions and encourage long-term value generation by incorporating stakeholder considerations into human resource strategies.

The Triple Bottom Line method considers economic, social, and environmental results to provide a comprehensive framework for understanding sustainability in human resource management (Westerman *et al.*, 2020). HR practices in this framework are intended to enhance financial performance, employee well-being, and environmental responsibility all at the same time (Ehnert *et al.*, 2019). Ethical leadership, employee well-being programs, diversity and inclusion policies, and environmentally conscious recruitment and training all integrate HR systems with the goals of sustainable development (Piwowar-Sulej, 2021; Westerman *et al.*, 2020).

These theoretical approaches explain how SHRM practices improve long-term organizational performance, employee engagement, resilience,

and competitive advantage (Stahl *et al.*, 2020). SHRM provides a comprehensive framework for connecting human resource strategies with broader sustainability and competitiveness goals in modern enterprises by combining the Resource-Based View, Stakeholder Theory, and the Triple Bottom Line.

Fundamentals of Sustainable Human Resource Management

A number of Sustainable HRM practices are highlighted by empirical data as factors that enhance organizational competitiveness. These include Performance Management, Employee Engagement, Training and Development and Green Recruitment and Selection.

The goals of green recruitment and selection are to attract applicants who share the organization's commitment to sustainability (Alrashedi & Al-Zahrani, 2024). Organizations can enhance cultural alignment and long-term retention by attracting personnel with similar values by communicating sustainability values during the recruitment process. Employee innovation and sustainability competencies are developed through training and development, which is equally essential (Miah, 2024). According to studies, initiatives for continuous learning increase productivity and adaptability, allowing organizations to proactively address environmental and social issues.

Sustainable HRM promotes competitiveness through mediating factors related to employee engagement and well-being. Employees who believe their organizations are socially and environmentally responsible are more driven, dedicated and innovative. Similarly, Abu-Mahfouz (2023) discovered that through engagement and the sharing of information, sustainable HR strategies improve organization performance.

Shrm and Organizational Competitiveness in the United States

Sustainable HRM strategies have gained traction in the United States as firms navigate dynamic labor markets, diversified workforces, and rising public demands for ethical governance. The adoption of SHRM has evolved into a tactical instrument for driving innovation, employee engagement, and corporate image, all of which are crucial components of the competitiveness in the U.S. economy. To improve long-term performance, firms in the United States are increasingly incorporating concepts of sustainability into their Human Resource

Management systems. Multinational firms such as Google and Microsoft incorporate environmental and social sustainability goals into their recruitment, compensation and training and development processes. These firms have demonstrated that sustainable HR strategies not only attract top applicants but also foster retention and innovation through purpose-driven cultures.

Madero-Gomez *et al.* (2023) and Din *et al.* (2024) discovered that U.S.-based firms that utilize SHRM frameworks increase their competitiveness through employee empowerment, brand distinction, and green innovation. Sustainability-driven HR strategies have been associated with lower turnover, enhanced employee loyalty, and increased organizational resilience across sectors such as technology, healthcare, and manufacturing (Bindeeba *et al.*, 2025). The competitive advantages of SHRM are particularly apparent in the United States' post-pandemic labor market, where workforce expectations have evolved towards flexibility, corporate responsibility, and welfare. Organizations that interconnect their HR strategies with sustainability by promoting employee welfare, remote work support, inclusivity and diversity are better positioned to attract and retain high-performing individuals in a highly competitive environment.

Challenges and Research Gaps

Despite these advancements, various obstacles impede the complete integration of SHRM in firms across the world, especially those in the United States. Many firms implement sustainability efforts in isolation rather than as part of a comprehensive HR strategy. Asfahani, Alshagawi, and Aljabr (2023) observe that this fragmented approach mostly leads to insufficient consistency between sustainability goals and human resource outcomes. Moreover, short-term financial constraints and shareholder-driven governance models could overtake long-term sustainability initiatives (Alrashedi & Al-Zahrani, 2024).

An additional challenge involves assessing the effect of sustainable HRM on organizational competitiveness. While firms, mostly those in the United States, are increasingly reporting on environmental, social, and governance (ESG) metrics, few incorporate sustainability indicators directly into their HR performance systems. This reduces the capacity to assess how policies like green training, equal remuneration, and welfare programs lead to competitive advantage (Din *et al.*, 2024). Cultural and Structural impediments

also exist. Leadership resistance, inadequate sustainability education, and a lack of standardized SHRM frameworks remain significant obstacles. Smaller Enterprises, in particular, struggle to allocate resources for sustainability-oriented HR programs despite growing evidence that such initiative enhances long-term performance (Elias *et al.*, 2023).

Empirical research on SHRM in the United States highlights a deficit in comparative and longitudinal studies. Much of the existing data concentrates on huge firms, leaving out the small and medium-sized businesses that are the foundation of the American economy. Future studies should look into how SHRM principles may be expanded and adapted for other organizational contexts with a focus on measurable benefits to productivity, employee retention, and innovation. In the United States, SHRM strategies have emerged as critical levers for organizational competitiveness, contributing to innovation, employee engagement, and market resilience. However, attaining SHRM's full potential necessitates more leadership commitment, defined performance indicators, and research that connects sustainability-driven HR policies to measurable business benefits. Addressing these gaps helps propel firms towards long-term competitiveness in the global economy. In response to these challenges, clear and practical measurement indicators are needed to evaluate the effectiveness of SHRM initiatives.

Proposed Measurement Indicators and Key Performance Indicators for Shrm

Organizations can incorporate precise Key Performance Indicators (KPIs) into HR reporting systems to overcome the challenge of assessing how Sustainable Human Resource Management affects organizational competitiveness. Relevant HR metrics related to sustainability include:

- The Sustainability-Linked HR Performance Index tracks composite scores and integrates sustainability objectives across HR practices.
- The Employee Well-Being Index measures mental health support utilization, burnout, absence, and health program participation.
- Retention Stability Rate - the long-term retention rate of high-performing or strategically important individuals.
- Sustainability Training Adoption Rate - The percentage of employees who take part in sustainability or ethics-related learning programs.

- The Diversity, Equity, and Inclusion (DEI) Performance Score measures representation levels, equity in promotion results, and inclusion climate criteria. Indicators for Innovation and Knowledge Sharing include involvement in collaborative efforts, internal innovation submissions, and cross-functional learning engagement.
- Workforce Resilience Index - measures continuity readiness, crisis adaptability, and workforce flexibility.

According to earlier studies, organizations effectively evaluate employee well-being, resilience, innovation, and long-term competitiveness by including sustainability-oriented KPIs into HR reporting systems (Piwowar-Sulej, 2021; Elias *et al.*, 2023; Mazur & Walczyna, 2020). Firms can connect SHRM initiatives to quantifiable increases in productivity, innovation capacity, and long-term competitiveness by integrating these KPIs into HR dashboards.

METHODOLOGY

This study utilizes a qualitative secondary data analysis design to investigate how SHRM practices influence organizational competitiveness in the global economy with a focus on the United States. The qualitative approach offers a thorough grasp of patterns, trends, and theoretical links gleaned from previously published academic and business sources (Snyder, 2019). Using secondary data, this study synthesizes empirical evidence from peer-reviewed journal articles, reports, and professional databases published between 2019 and 2025. In total, 21 scholarly papers were systematically reviewed to support the analysis and strengthen the reliability of the findings. The goal is to uncover how sustainable HR practices, such as green recruitment, employee welfare, diversity and inclusion, and ethical leadership, help organizations compete in a variety of American industries, including technology and manufacturing services. A thematic analysis methodology was utilized to detect recurring patterns and correlations between sustainable HRM practices and organizational competitiveness. The procedure adhered to Braun and Clarke's 2019 six-step framework, that is, familiarize with the data, generate initial codes, search for themes, review themes, define and name themes, and create the report. The analysis identified several key themes, including strategic alignment of HRM and sustainability goals,

employee well-being, and engagement as competitive drivers. Diversity, equity, and inclusion (DEI) as a sustainability dimension, as well as leadership and culture as enablers of SHRM adoption and measurement challenges linking SHRM outcomes to firm performance.

Ethical Considerations

This research was conducted with careful attention to ethical standards. As the study relied solely on secondary data, there was no direct involvement of human participants, eliminating risks related to privacy, consent, or confidentiality. All sources were meticulously cited, ensuring full recognition of original authors and maintaining academic integrity. Data selection and analysis were guided by principles of transparency, objectivity, and fairness, minimizing bias and ensuring that conclusions were grounded in reliable evidence. The study also critically evaluated the credibility of secondary sources to ensure ethical rigor in the interpretation and synthesis of findings. By adhering to these standards, the research not only upholds scholarly responsibility but also provides trustworthy and actionable insights into how Sustainable Human Resource Management drives organizational competitiveness.

Limitations

While secondary data provides valuable insights, it also has certain inherent limitations. The writer relies on the accuracy and methodological rigor of current studies, which may differ between sources. Data on Sustainable Human Resource Management practices peculiar to small and medium-sized enterprises remain sparse. Future research could enhance this study by collecting primary data from HR professionals via interviews or questionnaires to provide a more comprehensive contextual knowledge.

ANALYSIS AND DISCUSSION

This section analyzes the impact of Sustainable HRM practices on organizational competitiveness across the globe with a focus on the United States of America. Sustainable HRM promotes innovation, employee engagement, workforce resilience and corporate reputation, making it an important concern in the US economy.

Strategic Alignment between Shrm and Organizational Goals

One of the most prominent themes observed across the world, particularly the United States is the Strategic alignment of sustainability and HRM practices. Companies in the United States are

progressively incorporating sustainability into their HR practices in order to improve their market positioning and attract socially conscious employees and investors (Lawter *et al.*, 2025). For instance, Large firms like Microsoft and Salesforce have integrated sustainability indicator into their HR frameworks by linking CEO performance appraisals to environmental, social and governance (ESG) goals. This initiative matches individual and organizational goals resulting in a culture of responsibility and accountability. Empirical research suggests that firms connecting HR strategy with sustainability get higher performance outcomes. According to Lu *et al.* (2023), these firms have higher innovation rates, reduced turnover and greater stakeholder trust. In the United States, measurable performance outcomes are particularly important, making alignment a moral and strategic requirement for retaining competitiveness.

Employee Well-Being and Engagement As Factors Influencing Competitiveness

In the US, Employee engagement and well-being have become key mediators between SHRM practices and competitiveness. Employee satisfaction and retention are greatly enhanced by sustainable HRM efforts like flexible work schedules, inclusive leadership, and health awareness policies. According to a study by Elias, Sanders, and Hu (2023), firms in the United States that fund employee well-being initiatives report up to 25% higher productivity and reduced absenteeism. Similarly, data shows that workers at companies with HR policies that are linked with sustainability show greater emotional engagement and job satisfaction, which translates into better customer service and capacity for innovation. The COVID-19 pandemic further accelerated this trend. Companies in the United States that prioritized mental health, hybrid work flexibility and sustainable work-life balance outperformed those that maintained rigid structures (Chowdhury *et al.*, 2023). These findings indicate that sustainability-focused HR practices foster both human and financial resilience, which are core aspects of long-term competitiveness.

Diversity, Equity and Inclusion (Dei) As a Sustainability Imperative

In the United States, diversity, equity, and inclusion (DEI) are central to SHRM and have become strategic levers for competitiveness. Organizations recognize that diverse teams bring broader perspectives and innovative solutions to complex challenges (Madero-Gómez *et al.*, 2023).

Empirical evidence suggests that companies with strong DEI programs outperform peers in employee retention and market innovation. According to a 2024 report by McKinsey & Company, U.S. firms in the top quartile for gender and ethnic diversity are 25–35% more likely to achieve above-average profitability. Furthermore, American workers increasingly want their employers to display social justice commitments. Companies that include DEI in their HR practices improve their brand reputation and employee loyalty, both of which contribute to their competitive advantage in talent markets.

Leadership and Organizational Culture

Leadership is critical to the implementation of SHRM in firms all over the world, particularly those in the United States. Sustainable leadership styles which emphasize empathy, ethical governance, and long-term orientation act as catalysts for creating a sustainability-driven culture (Din *et al.*, 2024). According to Abu-Mahfouz's (2023) study, transformational leaders who support sustainable HR practices encourage higher levels of corporate citizenship and innovation among employees. In the United States, businesses that prioritize open communication, purpose-driven leadership, and continuous learning are more likely to maintain a competitive advantage in turbulent situations. Patagonia's leadership model, based on environmental sustainability and employee empowerment, has resulted in a dedicated staff and a solid market reputation. Similarly, IBM's sustainability-led personnel strategy incorporates lifelong learning and digital inclusion to ensure flexibility in a technologically driven economy (Harvard Business Review, 2023).

CHALLENGES IN THE IMPLEMENTATION OF SHRM

Despite increasing proof of SHRM's benefits, significant implementation challenges still persist. Many firms struggle to calculate the financial return on sustainability-focused HR initiatives. The short-term profit focus common in companies in the US governance frequently clashes with the long-term view required for sustainability initiatives (Asfahani *et al.*, 2023). Furthermore, HR leadership lacks the necessary expertise to develop measurable SHRM strategy. Smaller and mid-sized businesses, which make up a substantial component of the US economy, frequently lack the financial and technical resources to incorporate sustainability into HR systems (Alrashedi & Al-Zahrani, 2024). Also, empirical research on SHRM

remains fragmented, with few longitudinal studies assessing the relationship between sustainable HR practices and long-term competitive outcomes. This gap highlights the need for further U.S.-based research that capture changing labor demographics and industry-specific trends (Chowdhury *et al.*, 2023).

Available Secondary data indicates that SHRM improves competitiveness in firms by developing resilient, inventive, and engaged workforces. Sustainable HRM not only helps to achieve environmental and social goals, but it also leads to measurable business performance results. To realize its full strategic potential, firms must institutionalize SHRM as a fundamental business strategy, backed by leadership commitment, data-driven evaluation, and inclusive workplace environments. Policymakers and HR professionals should work together to create frameworks that encourage sustainable workforce practices in all areas of the world's economy particularly that of the United States.

The Viewpoint of Small and Medium-Sized Enterprises (SME)

While much of the research and practical application of SHRM focuses on large multinational corporations, small and medium-sized businesses in the United States can successfully implement sustainability-driven HR strategies without requiring large budgets, by leveraging low-cost digital tools, phased adoption techniques, and partnerships with industry groups or local workforce development agencies (Purgal-Popiela, J. 2024).

Rather than adopting extensive programs immediately, SMEs can begin with focused initiatives like environmentally friendly recruitment communication, flexible work practices, basic well-being programs, and low-cost virtual training platforms. These modest actions can nonetheless result in significant improvements in productivity, retention, and employee engagement. Furthermore, US federal and state programs promoting sustainable business practices provide further opportunity for SMEs to effectively integrate SHRM practices. This indicates that sustainable HRM is not exclusively for large organizations with effective prioritization and strategic implementation, SMEs can derive competitive value from SHRM while remaining financially viable.

RECOMMENDATIONS

Based on the findings of this study, several recommendations emerge for both practitioners and researchers seeking to strengthen the strategic role of Sustainable Human Resource Management (SHRM) in enhancing organizational competitiveness. First, organizations should integrate sustainability into all aspects of human resource management, ensuring that recruitment, training, performance evaluation, leadership development, and employee engagement programs reflect environmental, social, and ethical objectives. Embedding sustainability into HR policies and aligning them with long-term strategic goals can enhance workforce capability, foster innovation, and improve organizational resilience, thereby delivering a measurable competitive advantage.

Second, firms should develop robust systems to monitor and evaluate the outcomes of SHRM practices. Establishing clear performance indicators that link HR sustainability initiatives to productivity, innovation, retention, and employee well-being will enable organizations to make data-driven decisions and continuously improve HR strategies. Leadership commitment is critical in this process; executives and managers should champion sustainability initiatives, model ethical practices, and cultivate a culture that supports long-term organizational goals rather than short-term financial gains.

Third, organizations should prioritize employee development programs that strengthen sustainability-related skills and competencies. Continuous learning, cross-functional training, and sustainability-focused workshops can empower employees to contribute to innovation and organizational adaptability while reinforcing a culture of social and environmental responsibility. Similarly, attention to diversity, equity, and inclusion within SHRM strategies can enhance team performance, creativity, and market responsiveness.

For researchers, the study highlights the need for longitudinal, sector-specific, and comparative studies that examine how SHRM practices influence competitiveness over time. Future research should explore the role of digital technologies, including AI-driven HR systems and people analytics, in supporting sustainable workforce management. Investigating the cultural and behavioral mechanisms through which SHRM affects innovation, productivity, and employee

engagement will provide deeper insights into its strategic impact. Furthermore, attention to ethical and regulatory contexts, particularly in different national and sectoral settings, will help to develop more comprehensive and actionable recommendations for both policy and practice.

In summary, organizations that embed sustainability into their HRM frameworks, monitor outcomes rigorously, invest in employee development, and align leadership with long-term objectives are more likely to achieve enhanced competitiveness, workforce resilience, and sustainable business performance. Researchers and practitioners alike should continue to explore and refine SHRM strategies to ensure their effectiveness in diverse organizational contexts.

CONCLUSION

This study demonstrates that Sustainable Human Resource Management practices are critical drivers of organizational competitiveness. Practices such as environmentally focused recruitment, continuous employee development, engagement programs, ethical leadership, and wellbeing initiatives not only enhance workforce capability but also foster innovation, adaptability, and long-term strategic alignment. Organizations that integrate sustainability into their HR systems benefit from improved productivity, stronger employee commitment, and increased resilience, enabling them to maintain a competitive edge in dynamic market environments.

The research also highlights ongoing challenges, including fragmented implementation of SHRM practices, limited measurement of outcomes, leadership resistance, and resource constraints, particularly in small and medium-sized enterprises. Addressing these challenges requires strategic integration of sustainability into HR systems, supported by leadership commitment, clear performance metrics, and a culture that prioritizes long-term value over short-term gains.

Moreover, the study underscores the importance of ethical research practices. By relying exclusively on credible secondary data and ensuring proper attribution, transparency, and integrity throughout the analysis, this study demonstrates how ethical considerations enhance the credibility and applicability of research findings. Ethical diligence in both practice and scholarship is essential for producing reliable insights into the strategic role of SHRM in organizational competitiveness.

Finally, the study identifies a clear need for future empirical, longitudinal, and sector-specific research to quantify the effects of SHRM on productivity, innovation, and workforce resilience. Integrating sustainability, strategic HR alignment, and ethical responsibility positions organizations not only to meet contemporary business challenges but also to achieve lasting competitive advantage in a rapidly evolving global economy.

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