

Sustainable Human Resource Management: A Systematic Knowledge Search from 2008 to 2021

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Abstract

In recent times both scholars and academics all over the world have shown their keen interests in examining human resource management (HRM) responsibilities toward organizational sustainability naming it sustainable HRM. However, sustainable HRM has yet to be thoroughly studied in the background of developing country context like Bangladesh. This study conducts a systematic and comprehensive review of the sustainable HRM literature to fill in this knowledge gap. A thorough analysis of existing studies on sustainable HRM would help us understanding its theoretical notion and contribution to sustainable performance of the organizations and such knowledge would help Bangladeshi organizations in taking sustainability responsibilities with the help of HRM. Hence, this paper serves three purposes: to review sustainable HRM literature that have addressed different conceptual, empirical and contextual issues; to ascertain how existing studies have focused on various key areas of sustainable HRM; and to suggest topics for potential research for local as well as international researchers. To fulfill these purposes, the paper selects 31 peer-reviewed articles from the leading academic journals from 2008 until early 2021. The current review does not include conference paper and books as scholarly sources that seems to be a limitation. This review contributes to a better knowledge of the present level of research in the sustainable HRM subject, as well as trends and future research directions for the academicians and practitioners of Bangladesh.

Keywords: Literature review, Sustainable human resource management, Organizational sustainability.

1. Introduction

The UN Sustainable Development Goals (SDGs) represent a world-wide, unified, and advanced ambition for a sustainable world. To materialize such ambition, every stakeholder needs to play their role--the civil society, the private sector and the government of every country—and be creative and innovative in recognizing, addressing sustainability challenges and encouraging sustainability-oriented performances. The government acts as a support mechanism in creating a facilitating and supervising tool for SDGs implementation; civil society generates promotion and awareness; the research and academic community offers knowledge, technologies, and innovation for their applications; and the private sector contributes to much of the execution towards achieving the SDG targets as well. These different roles and responsibilities imply that every role player with distinctive responsibilities needs to perform for sustainability achievement that is people- and planet-centered. Here, people are of special concern, they are the initiators as well as beneficiaries of SDGs. It is people who are thinking of and taking initiatives for saving environment and in a sustainable environment people feel safe.

The unique feature of SDGs is the recognition of the dignity of the human being as fundamental and the Goals aim for all the nations and people from every segment of society. In line with these Goals, the government of Bangladesh has shown its seriousness in confirming sustainability in its operational and infrastructural efforts and enhancements as well (Islam et al., 2019). To support SDGs of Bangladesh government, all organizations either public or private, must have sustainability issues in their business objectives and organizational management process to show their commitment to the Government's sustainability aims.

The upsurge of the sustainability epitome in organization strategy and management is a response to the necessity to ponder beyond the profit motives of organizations as well as an effort to include policy and process to protect people and planet. The evolving sustainability discourse is also a response to the organizational responsibilities to make good results on economic, social and environmental performances of organizations. Accordingly, organizations must design strategies taking into consideration the incorporation of economic, social and environmental effects of their business activities. Since people are the active resources of the organization who take and implement such sustainable initiatives as well as enjoy the benefits of these actions, human resource (HR) is the primacy of organizational sustainability. Hence, accepting the central role of HR in sustainability of organizations, recent human resource management (HRM) scholars are exploring how HRM might contribute to make HR competent for sustainable achievement and thus, naming HRM as sustainable HRM (Freitas et al., 2011), an HRM approach adjusted with sustainability needs of the society. Through making proper orientation with sustainability requirements, HRM has the greatest potential to incorporate and develop sustainability mind-set as well as sponsor employee economic, social and physical well-being, thus improving an organization's sustainability performance.

Though research on sustainable HRM is getting its momentum, the aims of studies in conceptualizing sustainable HRM and determining its impacts vary significantly. Hence, a systematic review of existing body of sustainable HRM research is necessary to find what it refers to and its connection directly to organizational sustainability and indirectly to SDGs of UN as practiced in a specific country. Currently, the area feels the absence of thorough literature reviews that have examined the available literature in sustainable HRM with a special focus on providing sustainable HRM framework for the organizations of Bangladesh. Hence, a wide-ranging and enlarged review of sustainable HRM literature fulfills the knowledge gap of what it takes and how it facilitates sustainable goals from the context of Bangladesh. This paper offers an in-depth assessment of sustainable HRM studies selected from the top scholarly journals. The review effort is taken to assess the available sustainable HRM research along several dimensions including year, national context, research methods and journal to understand how the concept is represented. In doing so, the present paper would find out the topics so far addressed in existing research and identify the future research scopes. In this regard, the paper follows two-fold research questions: RQ1. How has sustainable HRM research developed in contemporary periods? RQ2. Which areas have been so far studied to classify sustainable HRM literature? The answers of these two research questions would open the future research avenues of sustainable HRM either in local or in global contexts.

To move on, this paper follows the directions as: Section 2 explains the methodology followed to review the articles. The discussion on findings is included in Section 3. Section 4 outlines the synopsis of the review with descriptions. 5th Section highlights overall review implication followed by section 6 that gives directions for potential research areas. Finally, section 7 outlines the concluding remarks of the article.

2. Review methodology

This paper follows a systematic literature review method to examine, encapsulate and elicit interpretations from the available sustainable HRM literature following the work of Yong, Yusliza and Fawehinmi (2020) that focuses on literature review study on green HRM. A four-step approach including time frame, database selection, article selection and article classification is pursued to complete the present review process. The steps are discussed below.

2.1 Time frame for the selection of articles

The present study has selected the period of journal publication from the beginning of 2008 to the mid of 2021 as shown in Table 1. The year 2008 is chosen as the standard starting time as Jabbour and Santos (2008) have presented a multidimensional model, which aims to achieve sustainable organizational performance through socially responsible HRM practices and thus making an entry of HRM in the center of organizational sustainability. Hence, HRM finds its new paradigm in its evolutionary process. The mid of 2021 is selected as the end point to include the most recent academic journal publications on this extremely substantial subject.

Table 1: Time frame of sustainable HRM studies

No. of Publication	Year of Publication
01	2008
	2009
	2010
02	2011
02	2012
	2013
03	2014
	2015
02	2016
01	2017
03	2018
05	2019
09	2020
03	2021

2.2 Selection of article sources

Online data sources are used to detect updated and relevant literature on sustainable HRM. The searched sources include Springer Link, Taylor & Francis, Wiley Online Library, SAGE Publications, JSTOR Science Direct, Emerald Insight and Inder-science Issuers. Though researcher has tried to include almost all the relevant articles so far published and possible, it cannot be claimed that the selected databases are either all-inclusive or extensive in effect.

2.3 Selection of articles

This paper follows an organized way to select necessary articles. First, keywords are identified as search criteria in online databases. The keywords include “sustainable human resource management”, “sustainable HRM”, “socially responsible HRM”, “CSR-oriented HRM”, and “sustainability in HRM” which are used to find articles from the online databases mentioned above and covered in all content. Later, articles found within the specified timeframe and in the prominent scholarly journals are counted. The initial counting includes 55 articles. Following, the abstracts are gone through to decide whether they are meant for research in sustainable HRM. Articles which are thought irrelevant to the present study purposes are removed to reduce bias and ensure consistent focus. Moreover, an effort is made to ensure that there is no duplication of articles to avoid inclusion of a single paper twice in the review process. Finally, the selection process results 31 articles to be reviewed based on their uniqueness, evident aims and importance. Next step is taken to classify the selected articles.

2.4 Classifications of articles

A bibliographical list of all 31 articles is made to shape and classify the articles so that inferences can be easily drawn from the evaluation. Five major areas (concept of sustainable HRM, implementation of sustainable HRM, factors of adopting sustainable HRM, organizational outcomes and individual level outcomes of sustainable HRM) have been noted from the article summary to classify the articles. Table 2 summarizes the important findings of the 31 articles. Table 3 shows article distribution based on available important journals and Table 4 presents sustainable HRM studies in different geographic locations.

The major areas are discussed in the subsequent sections.

Table 2: Available studies on sustainable HRM and their findings

No.	Authors	Theory	Sustainable HRM practices	Outcomes
1	Almarzooqi, Khan and Khalid, (2019) Quantitative research, UAE	Social exchange theory	highly selective staffing (six items); extensive training (five items); and performance management	Sustainable HRM significantly affect sustainable employee performance and perceived sustainable organizational support. These relationships are indirectly impacted by organizational knowledge sharing (OKS) and employee empowerment to varying degrees.
2	App and Büttgen (2016) Quantitative research in Germany	Organizational support theory	perceived sustainable organizational and supervisor support	Perceived sustainable supervisor support (PSSS) directly influences brand commitment, whereas perceived sustainable organizational support (PSOS) only generates brand commitment indirectly through brand prestige, brand distinctiveness, and brand trust.
3	App, Merk, and Büttgen (2012) Conceptual analysis	Signaling theory, Social identity theory	Unidimensional sustainable HRM concept	Sustainable HRM may act as a Competitive Advantage and thus, create employer branding to attract and retain High-Quality Employees
4	Bush (2018) Literature review	Multiple identity theory, Role theory	Unidimensional sustainable HRM concept	Sustainable HRM may create role conflict and role ambiguity among employees. Perceived organizational support, leader initiating structure, leader consideration, and Type A behavior pattern are the potential moderators of these relationships.
5	Chams and García-Blandón 2019 Literature review	RBV, System theory, AMO, Institutional theory	Unidimensional sustainable HRM concept	This article makes a systematic literature review on extant sustainable HRM literature and finds how sustainable HRM develops sustainable work environment and facilitates the attainment of SDGs.
6	Chillakuri and Vanka, 2020 Quantitative research in India	Organizational support theory, Institutional theory	POS as Sustainable HRM	Sustainable HRM practices can reduce the negative harm of the work.

7	Chillakuri and Vanka, 2021 Quantitative research in India	Negative externality theory, Stakeholder theory	Workplace well-being (WW) as Sustainable HRM	Sustainable HRM (workplace Well-being) can reduce health harm of employees caused by high-performance work practices.
8	Crocco and Martin, 2019 Qualitative study in Chile		Unidimensional sustainable HRM concept	The adoption of sustainable HRM is determined by managerial ideologies, labor disputes and the relevance of trade union voice.
9	Diaz-Carrion, López-Fernández and Romero-Fernandez, 2018 Quantitative study	Stakeholder and Institutional theories	Sustainable HRM practices several HR activities	This research validates qualitatively the measurements of different sustainable HRM practices in relation to their importance for CSR.
10	Aust, Matthews and, Muller-Camen, 2020 Literature review		Four types of Sustainable HRM: Socially Responsible HRM, Green HRM, Triple Bottom Line HRM, and Common Good HRM	Common Good HRM type of sustainable HRM might be helpful for achieving SDGs.
11	Freitas, Jabbour and Santos, 2011 Conceptual analysis		Sustainable HRM includes HR policies, practices and strategies for achieving organizational sustainability	Sustainable HRM improves economic, social and environmental dimensions of sustainable organizational performances.
12	Guerci, Decramer, Waeyenberg and Aust, 2019 Quantitative analysis in European countries		Unidimensional Sustainable HRM concept includes HRM practices related to corporate sustainability	Sustainable HRM increases job satisfaction and turnover intention of employees.
13	Jabbour and Santos, 2008 Conceptual analysis		Multidimensional sustainable HRM	Presented a model considering HRM role in achieving improved performance in economic, social and environmental aspects to stimulate organizational sustainability.

14	Jarlstrom, Saru, and Vanhala, 2018 Qualitative analysis in Finland	Stakeholder theory	Multidimensional sustainable HRM	Four dimensions of sustainable HRM: Justice and equality, transparent HR practices, profitability, and employee well-being. Four wider responsibility areas of sustainable HRM: Legal and ethical, managerial, social, and economic.
15	Kramar, 2014 Conceptual analysis			This study identifies the unique features of sustainable HRM and makes it different from strategic HRM. It identifies that financial outcome of HRM is less important than social and human outcomes of HRM. It identifies the challenges of sustainable HRM in meeting different stakeholders' needs.
16	Lopez-Cabralles and Valle-Cabrera, 2020 Conceptual analysis			A conceptual model is offered that shows how different sustainable corporate strategies, sustainable HRM and sustainable employment relations are integrated.
17	Macini et al., 2020 Qualitative study in Brazil	Stakeholder theory	Four dimensions of sustainable HRM: justice and equality, transparency, profitability and employee well-being.	Integrative framework of sustainable HRM practices addressing different stakeholders' needs is presented.
18	Wagner, 2011 Quantitative study in Germany		Sustainable HRM (Employee training)	Sustainable HRM that is determined by firm size, improves employee job satisfaction and retention.
19	Mariappanadar, 2012 Literature review	Stakeholder theory	Sustainable HRM should focus on the efficiency and effectiveness of HRM practices from ethics of care for stakeholders	It is suggested that managers should introduce sustainable HRM to reduce negative effect of HRM on employees.
20	Mariappanadar, 2016 Quantitative study in India			Measurement scale for health harm has been developed and validated which are suggested to use in understanding how sustainable HRM could reduce health harm.

21	Mariappanadar, 2020 Quantitative study in India	The synthesis effect theory, SET, Organizational support theory	Perceived organizational support (POS) as sustainable HRM	Motivation oriented HRM can improve organizational performance but can cause health hams of employees that can be reduced by POS.
22	Piwowar-Sulej, 2021 Quantitative study in Poland		HR development activities as sustainable HRM	HR development should be implemented to develop HR competencies for meeting the idea of Industry 4.0
23	Podgorodnichenko et al., 2020 Qualitative study in Australia and New Zealand	Stakeholder theory	Sustainable HRM should focus on three issues: employees as a driving force for sustainability, employees as consumers of HR practices and employees as members of a community.	Organization should address all these three roles of employees simultaneously to achieve sustainability.
24	De Prins et al, 2014 Conceptual analysis	Institutional theory, Stakeholder theory	Three building blocks of sustainable HRM: Respect, openness and continuity.	In this context, the 'Respect Openness Continuity (ROC)-model is introduced to justify how sustainable HRM facilitates the success of CSR strategies through people and its own HRM domains more sustainable.
25	Richards, 2020 Literature review		Sustainable HRM should be employee centered to make employment sustainable.	Employer, trade union all parties directly and indirectly influence employment relations should work closely for this purpose.
26	Sotomi and Takahashi, 2014 Qualitative analysis in Japan		Sustainable HRM focuses on productivity performance of employees narrowly without considering social aspects of employment and employee well-being.	This study shows how HRM practices could be adjusted with sustainable HRM under Japanese employment systems.

27	Stahl et al, 2020 Conceptual analysis		Multidimensional, multi-stakeholder approach to sustainable HRM	The proposed sustainable HRM concepts encompasses the activities aimed both at avoiding harmful consequences for stakeholders and contributing to positive outcomes along the triple bottom line (i.e., people, planet, and prosperity).
28	Stankeviciute and Savaneviciene, 2019 Quantitative analysis in Lithuania	Paradox theory (Ehnenert 2009), Negative externality (Mariapanadar 2014a, 2014b), and Stakeholder theory	Sustainable HRM encompasses employee competencies, employee-employer relationships, care of employees, care of environment and voice of employees.	Sustainable HRM can lead to lower degree of work-related stress, burnout, and work-family conflict.
29	Van Buren III, 2020 Literature study		Pluralist perspective on sustainable HRM that allow sustainable HRM to become socially sustainable.	Sustainable HRM practices benefit both employers and employees while contributing to social sustainability outside of the employment context.
30	De Vos et al., 2017 Review paper		This paper reviews current thinking on sustainable HRM to elaborate the thinking on sustainable careers.	Sustainable HRM should protect and enhance individual employee's career sustainability.
31	Wikhamn, 2019 Quantitative study in Sweden		Sustainable HRM practices of employee competence and well-being.	Organizations can address CSR challenges by investing in employee competence and well-being to make them more innovative and responsive to customer needs.

Table 3: Number of Articles Published in Different Journal

No. of Articles	Name of Journals	No. of Articles	Name of Journals
1	International Journal of Productivity and Performance Management	1	ECONSTOR
7	Employee Relations	1	Society and Business Review
2	Management Revue	1	International Journal of Manpower
4	Human Resource Management Review	1	Journal of Business Research
1	Resources, Conservation and Recycling	1	Journal of Cleaner Production
1	Society and Business Review	1	Asia Pacific Journal of Business Administration
1	Corporate Social Responsibility and Environmental Management	1	International Studies of Management and Organization
1	Business Strategy Series	1	Current Opinion in Environmental Sustainability
2	Journal of Business Ethics	1	International Journal of Hospitality Management
2	The International Journal of Human Resource Management		

Table 4: Regional Distribution of Sustainable HRM Research

No of articles	Regions
7	Europe
5	Asia
1	Australia and New Zealand
1	Middle East
2	South America

3.1 Area 1: conceptualization of sustainable HRM

Since the concept of sustainable HRM is comparatively new, researchers are still reviewing, defining, and developing model to make this concept clearly understandable so that organizations feel interested to develop, apply and enjoy the benefits associated with sustainable people

management practices considering unique features of different organizational contexts operating in different countries.

3.2 Area 2: Sustainable HRM and its implementation

The implementation of sustainable ideas in employee management plays a prominent role in organizational attempts to save the environment. It is expected that the successful implementation of sustainable HRM results in organizational sustainability, social approval and environmental sustainability. The present assessment shows that organizations have different focus of sustainable HRM and their related objectives which may not be completely integrated with sustainability related objectives. Many of these practices either concentrate on maintaining employment relations or employee well-being that are assumed to be indirectly influencing organizational objectives. They are neither accurately organized as sustainable HRM proposals nor thoroughly followed. For instance, Wikhamn (2019) examined sustainable HRM practices of employee competence and well-being and finds that organizations can address CSR challenges by investing in employee competence and well-being to make them more innovative and responsive to customer needs. Hence, practitioners need to clearly define the concept with specific objectives related to sustainability targets and other circumstantial reasons while choosing appropriate sustainable HRM strategies.

3.3 Area 3: Factors of sustainable HRM adoption

Still research lacks finding the determinants of sustainable HRM practices adoption in the organizations. Yet, few are identified including external stakeholders' pressure, environmental regulations, addressing social issues that support SDGs. Internal pressures include ensuring employee well-being and retention, making employees competent to achieve competitive advantage externally and creating employer image as well. This scarcity of research provides indications of more studies in this particular focus.

3.4 Area 4: Organizational level outcomes of sustainable HRM

Sustainable HRM can become an important source of competitive advantage and organizational sustainability. About the three pillars of sustainability, sustainable HRM is expected to maximize the results on economic, social and environmental issues. Adoption of sustainable HRM would create employer of choice image of the organization that would eventually attract more capable people who can be made easily adjusted and motivated to contribute to sustainable performance. Future researchers are welcome to investigate further on organizational level outcomes of sustainable HRM.

3.5 Area 5: individual level outcomes of sustainable HRM

Regarding individual level results, a number of findings of sustainable HRM correlated with employees are indicated in earlier studies, among them employee sustainable performance, satisfaction and retention, employee development for creating career success and long-term relation with organization and innovative behavior, role conflict, role ambiguity are the highlighted ones.

4. Review synopsis

The reviewed papers are published in the prominent academic journals showing the growing interests of researchers in sustainable HRM arena. Last three years have more publications on this topic which might be due to the feel of emergence in addressing sustainability challenges as soon as practicably possible to protect people and the planet.

Sustainability of HRM is explored to ensure long term quality relationship of employees with the organization. Such sustained relation would result in significant organizational results that will consequently take organization toward getting excellence in sustainability performance (App & Büttgen, 2016; Almarzooqi et al., 2019). Sustainable HRM is to promote sustainability results through certain HR directives such as recruiting and selecting people who are capable to adjust with sustainability targets (economic, social and environmental goals); training them to develop competency in these triple objectives, evaluating them on these performance standards and finally, rewarding them following such performance goals (Bush, 2018). The immediate impact of use of sustainable HRM is on employee well-being without creating any harm of employee work-life that will eventually facilitate the maximum sustainability outcomes of the organization (Chillakuri & Vanka, 2020). Hence, sustainable HRM develops the HR base of an organization (Richards, 2020). Thus, sustainable HRM is discussed as an approach to sustain employee quality life at workplaces as well as a people-centered approach to achieve triple objectives of sustainability targets.

Organizations need to adopt sustainable HRM to meet the interests of the employees as well as to fulfill the needs of other stakeholders such as government, civil society, social and environmental agents. They need to develop employee competencies and skills to add both financial and nonfinancial values to the organizations. They should instill proactive attitudes and values among employees to social and environmental matters for safeguarding the natural resources which would more likely create company competitive advantage. They need to comply with environmental regulations and voluntary social actions to create a viable and credible social recognition and ecological reputation as well.

Contemporary researchers have studied sustainable research results in the forms of organizational level such as triple goals (economic, social and environment) of sustainability targets, competitive advantage, customer satisfaction and employer' brand image as employer of choice; and individual outcomes such as employee well-being, satisfaction, retention and low level of health harms. Furthermore, this current study observes three research methods including the conceptual, quantitative and qualitative techniques applied in the reviewed articles. Theoretical studies deliberate the thoughts, models and research gaps discussed in the prior sustainable HRM literature. Quantitative studies empirically examine the relation between the determinants and sustainable HRM use and the performance effects of sustainable HRM either on employee or organization. Qualitative study uses interview or observation or case studies to evaluate sustainable HRM in organizations.

Regarding the underlying theories, several theories have been cited in available literature such as social exchange theory, organizational support theory, signaling theory, social identity theory, multiple identity theory, role theory, resource-based view, system theory, AMO, institutional theory and stakeholder theory. Yet, more research is needed to develop sustainability HRM -

focused specific theory.

5. Review implications

This study addresses two research questions. In answering RQ1, it is found that since 2008 researchers have been exploring sustainable HRM subject however, last 3 years from 2019, more research in this topic has been conducted. This spike in sustainable HRM studies might be the responses to the requirements of achieving SDGs. Organizations have learnt that their existences depend more on the social approval and environmental sustainability for which they should focus on social and ecological issues beyond their economic concerns in their business strategies as well as in-house management process. Moreover, SDGs have also given importance on employee participation at work in sustaining the environment. Hence, recent academic and research world is observing the increased interest in sustainable HRM to create a competent and efficient HR base for sustainable organizations. Regarding RQ2, available studies on sustainable HRM is basically review-based to develop concept, model and dimensions of sustainable HRM. Very few quantitative studies have proved the effectiveness of sustainable HRM in the organizations either in the forms of employee outcomes or organizational outcomes. Furthermore, it is found that European countries are leading in doing research on sustainable HRM. These answers to the current research questions are expected to support the formation of organizational policies and strategies including sustainability requirements focus as well as understanding the factors influencing the successful implementation of sustainable HRM practices in the organizations. In this purpose organizations must align their sustainability initiatives with UN SDGs.

The research works from 2008 to mid-2021 have provided the evidence of growing importance of sustainable HRM for ensuring both organizational and environmental sustainability through employee involvement. As such, the current study on available literature on sustainable HRM is expected to contribute in several ways. First, this review shows a comprehensive process of knowledge search based on objective criteria in identifying and selecting data on a particular issue or knowledge domain. Use of reputed journals as source of articles provide quality and reliable information to rely upon. Second, classifying the articles on selected focus areas offer the readers a unique way to look at the extant literature to grasp knowledge in different dimensions of the topic searched for. Third, from this study organizations of Bangladesh would get an overview of sustainable HRM concept, model, determining factors and outcomes from which they will develop their own models and expect similar outcomes fit with their own people, organizational, and country requirements.

The policy makers and the practitioners would get some practical insights from this study. Organizations management should include sustainability issues in the people management policies and practices to achieve better economic, ecological and community accomplishment. Managers should align proper sustainable HRM practices with organizational sustainable strategies to reflect organization's concern for sustainability. Finally, the fallouts are pertinent to government, NGOs and civic association since through applying suitable sustainable HRM either in formal work settings or informal group, people would collectively be encouraged to be sustainable and be interested in individual sustainable behavior in both work and non-work life.

6. Future research directions

This study creates an opportunity for further studies in this arena. At individual level study, researcher could examine employee perceptions, values and attitudes to sustainable HRM and their impacts on them. Organizational level studies could consider macro variables such as top management support, corporate social responsibility strategies, organizational sustainability supports and sustainability culture to influence the adoption of sustainability HRM. Country level study based on economic conditions, cultural values, population size and political structure might be interesting areas of sustainability research. Because sustainable HRM is still comparatively new, future studies might have focus on its outcomes on organizational level (organizational sustainable competitiveness, sustainable performance) and employee level (employee sustainable behavior, employee well-being and satisfaction). The research in suggested areas would facilitate policymakers and practitioners to understand the progress towards achieving SDGs of a particular nation. Future researchers might consider Theory of planned behavior, Social Identity theory and the goal-setting theory because they could provide a better understanding on how sustainable HRM practices affect the behavior and performance of individuals and organization. Future studies could use more empirical and mixed method study to contribute greatly to this body of knowledge. The significance of sustainable HRM practices in the organizations cannot be overlooked. Hence, policy makers and top management must approach it holistically and committedly to make it work efficiently for the betterment of people and planet.

7. Conclusion

Since the UN is committed to achieving its SDGs and Bangladesh Government has its own purposes to achieve sustainability targets accordingly, this study, more specifically, hints at giving more emphasis on local organizations to support government sustainability aims. Local organizations might get help from the current review in understanding how they can include sustainability issues in their people management practices having sustainable mind-set in materializing these targets. It is expected that, sustainable people make the planet sustainable. Hence, it is believed that sustainable-focused HRM would involve employees in planning, designing, implementing and evaluating sustainable development interventions as well as ensure economic, social and ecological benefits for them, thereby harnessing sustainable development targets. Thus, this study may serve as a guide to provide a sustainable HRM framework for the local organizations which are within the responsibility frame of attaining Bangladesh Government's sustainability goals. Because HR is the prime focus of organizational sustainability, sustainable HRM is the key to use human capital for this purpose.

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