

## HUMAN RESOURCE MANAGEMENT STRATEGIES FOR SUSTAINABLE ORGANIZATIONAL GROWTH

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### **Abstract**

The implementation of human resource management techniques for sustainable organizational growth entails managing, developing, and utilizing employee potential to continuously support the attainment of corporate goals. Companies can provide a work environment where employees can grow both emotionally and professionally while effectively addressing new possibilities and challenges in the market by putting into practice human resource management methods that are focused on sustainable organizational growth. One crucial element in promoting long-term organizational growth is the innovative role that HRM strategy plays. Innovation offers answers to a range of problems in the field of human resources, including performance management, employee development, and the hiring and selecting process. Using a literature review methodology, this study thoroughly examines HRM techniques for long-term organizational expansion. The concept of HRM in the context of sustainable organizational growth, the relationship between HRM and organizational strategy, and the function of innovation in HRM strategy for organizational growth are all covered in this study.

**Keywords:** strategy, human resource management, organizational growth

### **INTRODUCTION**

Organizational expansion has become a top priority for any corporation in the age of globalization and fiercer corporate rivalry. An organization's capacity for sustainable growth determines both its long-term viability and success. However, attaining sustainable growth requires effective human resource management. Productivity, innovation, and organizational efficiency are directly impacted by the caliber, abilities, and performance of human resources. Therefore, in order to promote long-term organizational growth, it's

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critical to identify effective human resource management solutions. Human resource managers have problems in discovering innovative approaches to fulfill organizational requirements, including technological advancements, shifts in the workforce's demographics, and constantly shifting market demands (Roscoe et al., 2019).

Implementing appropriate human resource management strategies can help organizations face these challenges well, while utilizing employee potential optimally. A human resource management plan that works must align with the vision, mission, and guiding principles of the company. This strategy's cornerstone is creating a creative, inclusive, and upbeat work environment (Ahmad, 2015). Furthermore, the implementation of a strategy for managing human resources that gives priority to the development of employee competences and abilities is likely to enhance the competitiveness of the firm within the global market.

Financial expansion is simply one facet of organizational success; another is treating personnel like precious assets. Organizations can foster an atmosphere that enhances employee engagement and performance by putting learning and development-focused HRM methods into practice. In the face of worldwide competition, companies have to adapt quickly to shifting market conditions. Adaptive and flexible human resource management techniques are essential for preserving an organization's competitive edge (Davidescu et al., 2020). Some factors that need to be taken into account are the usage of advanced information technology, developing an attractive remuneration plan, and being flexible with labor management. Prior studies have demonstrated the beneficial relationship between employee happiness and company success.

The implementation of human resource management techniques that put the wellbeing of employees first, include career development plans, work-life balance initiatives, and achievement-based promotions, will therefore have a positive impact on organizational growth (Ren, 2018). Organizations must be able to keep potential and skilled workers in a constantly evolving business environment. Attractive staff retention initiatives, including as mentoring programs, incentive schemes, and chances for internal career advancement, should be a part of any successful HRM strategy. Human resource management plans must prioritize leadership development in addition to employee retention since effective leadership can change an organization's culture.

Thus, Plans for human resource management must include leadership development initiatives. A successful human resource management plan should anticipate future needs for human resources in addition to concentrating on

the workforce as it now exists. Organizations can better anticipate changes in the business environment by using a sophisticated human resource planning approach, such as succession planning and personnel requirements assessments.

One of the main focuses of sustainable human resource management is creating working conditions that support employee growth and development (Bratton et al., 2021). By providing a work environment that is inclusive, full of fairness, and provides opportunities for professional development, organizations can improve employee well-being. Employee well-being includes not only financial aspects, but also aspects such as work-life balance, psychological support and overall health. Apart from that, corporate social and environmental responsibility is another key component of sustainable human resource management. Organizations can promote overall sustainable development goals and have a positive effect on the environment by implementing environmentally friendly and sustainable practices.

Recent studies show that organizations that implement sustainable human resource management tend to achieve better financial performance, higher productivity, and better employee retention. Thus, more investigation is required to comprehend the optimal approaches for putting sustainable HRM into reality and how they affect worker satisfaction and organizational effectiveness (Saeed et al., 2019). A. A. Zaid, A. A. Jaaron, & Bon (2018) define sustainable strategic approach to human resource management that takes into account the effects on the environment, society, and economy sustainability. This entails incorporating HR procedures that promote worker advancement and development while reducing adverse effects on the environment and society.

Meanwhile, employee welfare refers to the holistic condition of employee health and happiness at work. It covers the physical, mental, and social aspects of employees' lives, including work-life balance, psychological support, and job satisfaction (Pham et al., 2019).

Organizational performance includes the level of effectiveness and efficiency of an organization in achieving the desired goals and results. It includes various indicators, such as productivity, profitability, employee retention, customer contentment and the company's involvement in sustainable development. Within the framework of sustainable human resource management, the effectiveness of a company can be assessed not only in financial terms but also in terms of its favorable effects on the environment and its workforce.

## **RESEARCH METHOD**

This research in-depth investigates human resource management strategies for sustainable organizational growth using a literature review approach. The results include a thorough understanding of human resource management strategies and sustainable organizational growth. Literature analysis involves an in-depth review of literature related to strategy theory, human resources, and sustainable organizational growth. With a strong conceptual foundation, this research provides an important contribution to enriching the discussion regarding human resource strategy and sustainable organizational growth in this article.

## **RESULT AND DISCUSSION**

### **The Connection between Organizational Strategy and Human Resource Management**

In their discussion of business strategy, Boxall, P., & Purcell, J. (2022) contend that every firm can have strategy since it is ingrained in every manager's and employee's decision-making over what to do and how to do it. They call this a business strategy or a strategic option. A plan aimed at ensuring the organization's survival and generating long-term earnings is an additional component. The primary issue that needs to be addressed is the way in which organizational development strategy and direction are influenced by human resource management. Furthermore, strategic human resources are seen as supporting strategic decisions in an organization by preserving viability or producing sustainable profits, if human resources are recognized as an essential component of the process of making strategic decisions, as in business strategy.

The importance of human resource planning and strategy implementation which will be developed in the framework of organizational strategy is emphasized by human resource strategy. In order to maintain alignment between the organization's business plan and human resource strategy, practitioners must interpret and modify this strategy, which is flexible enough to adjust to modifications in the organization's external environment (Hecklau et al., 2016). The integration of all HR tasks with overarching organizational goals and reactivity to the external environment is, thus, the central focus of HRM strategy. Both the process of organizational reorganization and the result of the long-term direction decision are referred to as "strategy." It could be an intentional action or a planned sequence of circumstances that results in the intended outcome. Thus, making sure that

business and human resource strategies fit or align is the focus of human resource management strategy. These prerequisites ought to include an assessment of the potential negative effects of the surroundings both within and external to the company, its long-term objectives, and the manner in which the human resource strategy will enable the adjustment of human resources in the direction of the intended objectives.

DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016) identified three types of relationships between organizational resources and strategy, namely:

1. Accommodating

In this type, the human resources strategy follows the organization's strategy, accommodating the staff needs of the chosen business strategy. In this case, it shows that the human resource strategy follows the organization's business strategy.

2. Interactive

This kind of communication involves both corporate planning and human resources, with human resources participating in the process of responding to the overall strategy. For this kind, The fact that human resource management actively takes part in the formulation and implementation of strategies.

3. Integrated

This kind, which blatantly illustrates The application of the entire strategy process is what constitutes strategic human resource management in practice, including both official and informal contacts. Senior management staff will completely represent human resources, and human resources actively engages in strategic decision-making, maybe even extending to the nomination of human resources to the board of directors. Numerous writers contest the fundamental ideas and usefulness of human resource models. Similar reservations were voiced about human resources strategy; a number of writers have questioned the managerial emphasis, strategic viewpoint, and practicality of human resource methods.

The primary goal of human resource strategy must be to increase the organization's profitability, which occasionally calls for using a single method of staff management. Since the world's dynamics and corporate environment have grown more complicated and dynamic, the concept of strategy has emerged as a crucial component of management. It is inevitable that alternative comprehensive theories will emerge in business schools, and since they are predicated on disparate paradigms, there will be more discussion than before (Tordera et al., 2020).

The theories that view strategy as deliberate—that is, as a planned approach and performance created by top management—and those that view it as a dynamic activity resulting from internal networks and discourse within the firm are in general agreement. These circumstances result in the realization that strategic concepts lack inherent worth (Albrecht et al., 2015). The definition and application of strategy within an organization will influence how management of human resources is planned and carried out. The differences in the conclusions of various research on the idea of human resource management strategy and performance serve merely to reinforce the various strategic conceptions. As a result, the relationship between the requirement for alignment with business needs and an integrated and consistent human resources strategy has been discussed extensively in the literature on human resources. This conundrum has focused attention on the question of whether businesses as a whole should embrace a more flexible approach that permits business units to set goals that align with the external environment, or pursue high levels of commitment.

In human resource management, the so-called resource perspective can be summed up as follows. First and foremost, workers are a valuable resource in which businesses frequently invest both time and money. Second, businesses that have failing workers should anticipate a competitive disadvantage. Third, instead of operating as though employees join the firm with nothing more than a legal or financial relationship, managers need to focus on human resource management and learn how to do it well. In this context, effective means that human resource management has good practices that all entrepreneurs must follow regardless of the existing business situation (Delery, J. E., & Roumpi, 2017). The prevailing belief in human resource management textbooks and practitioner literature is that businesspeople possess a thorough understanding of the concepts and practices of HRM, and this belief is reinforced by the prevalence of research conducted by HRM professionals in the field. This line of thinking is consistent with people's views that management is a profession that practically needs to be mastered (Kianto, A., Sáenz, J., & Aramburu, 2017).

While not everyone would classify it as strategic, the majority of mainstream management literature includes a fundamental approach to human resource management as effective management practice (Sima et al., 2020). But that was where problems started to surface. Determining employee performance, which is connected to behavior and attitudes, is one of the problems that come up. When human resource management best practices are

used, people will be highly motivated, content with their jobs, devoted to their employers, less likely to quit, more punctual, and more.

### **Human Resource Management: A Definition for Sustainable Organizational Growth**

The methods, The strategies, objectives, and plans that managers and business owners use to monitor employee-related policies and procedures are referred to as human resource management. Human resource theories explain how management styles and organizational structures can influence employee behavior in a favorable or bad way. Small business owners who understand the principles of human resource theory and organizational behavior act accordingly can boost staff creativity and productivity while decreasing employee turnover (Chams, N., & García-Blandón, 2019).

One concept linked to human resources is the organizational life cycle theory. This is the human resource management theory that was first proposed. Historians and academics have observed that, like living things, organizations have life cycles. They're born, grow and mature, age and deteriorate, and eventually, most of the time, they pass away (Mousa, S. K., & Othman, 2020). A multitude of Predictive models derived from the organizational life cycle (OLC) research have been created. These theories, which are related to the topic of organizational growth and development, have sparked a lot of academic debate. Organizations are touched by both internal and external environmental factors at every stage of their existence circumstances. We have seen entire industries and organizations emerge and collapse. Marketing and sales professionals have long recognized the life cycles of items. It would make sense for academics to conclude that organizations also have life cycles (Aboramadan, M., & Karatepe, 2021).

Strategic contingency theory is another theory related to human resources. The focus of this second paradigm for human resource management is the ideas of "strategic" and "contingency". The requirement for different subunit duties within an organization that are impacted by other subunit tasks is known as contingency. When other subunits within an organization begin to control additional eventualities and gain power, these contingencies turn into strategic ones (Amrutha, V. N., & Geetha, 2020).

According to strategic contingency theory, a leader's capacity to manage the most challenging issues pertaining to human resources problems that others are unable to address makes him an indispensable member of the business. A leader who is highly dependent upon others is difficult to replace.

The author of this theory, Hickson, stated that " Organizations can be defined as groups of divisions or roles working together to address uncertainty." Power and political factors are significant in managing strategic contingencies. In addition, Hickson provided real-world instances to support his strategic contingency theory (Arulrajah et al., 2015). Thus, one of the additional HRM concepts or theories that is commonly applied in HRM is systems theory. The interdisciplinary study of systems is known as systems theory. An orderly collection of interconnected and mutually reliant man-made or natural components is called a system. Every system has boundaries, both temporally and spatially, is influenced by its environment, is defined by its objectives and structure, and is expressed by its use. A system can function better than the sum of its parts if it demonstrates emergent behavior or synergy (Jabbour, C. J. C., & de Sousa Jabbour, 2016).

Changes made to one part of a system can affect its overall performance. These alterations in behavioral tendencies might be expected. Systems that are able to learn and adapt rely on how well they interact with their surroundings to determine how much they grow and adapt. Certain systems keep other systems running smoothly by providing assistance to them. Systems theory attempts to capture the dynamics, constraints, and circumstances of a system in order to achieve optimal equality. Additionally, it covers broad ideas that can be found and used to other systems in a range of contexts and at any level. This idea is one of the HR theories that is frequently addressed since it is obvious how it may be applied to HR (Tang et al., 2018).

Transaction cost theory is an additional theory in HR. Corporate governance and agency theory are elements of the idea of transaction costs applied to human resource management. This hypothesis is predicated on the idea that enlisting the help of another person such as a director to manage your own company will incur expenses. An alternative reading of the agency perspective on the governing principles is provided by transaction cost theory. According to this idea, the governance structure is not based on contracts with external parties, but rather on the net effect of internal and external transactions (Mello, 2015). When working with other outside parties, transaction fees will arise. Examples of these include:

1. Search and information expenses: for locating vendors.
2. Costs of decision-making and negotiation: for component purchases.
3. Costs of enforcement and monitoring: to keep an eye on quality

The organizational structure of a business can affect its capacity to regulate costs and, in turn, transactions. As the main goal of HR theory, it is in

management's best interest to internalize transactions as much as possible in order to lower these costs and the related risks and uncertainties about pricing and quality (Chang et al., 2020).

The explanations for how an organization might expand sustainably are several. Based on the idea of persistence, Deci and Ryan's notion of self-decision making assists businesses in elevating people who consistently enhance procedures, offerings, and end products for a range of stakeholders. According to Zhang et al. (2023), greener production, new product creation, and eco-innovation are the areas in which this theory is most applicable. This perspective holds that organizational members' self-motivation is the most crucial component of a sustainable firm. Additionally, it keeps highlighting its commitment to sustainability, perseverance, and social and environmental responsibility. The ability to continue operating a firm in the face of significant challenges, improve competitive performance, and maintain market dominance all have an impact on a company's long-term viability.

As per Avery's thesis on sustainable leadership, sustainable leadership entails the capacity to make long-term choices, encourage methodical innovation, assemble a group of dedicated employees, and offer superior goods, services, and solutions. By using suitable management techniques, the objective is to enhance the company's sustainability and strike a balance between environment, people, and profits. These management techniques, which also include a shift in the CEO's role, decentralized decision-making, moral behavior, and a strong sense of social and environmental responsibility, may boost a company's leadership structure (Suriyankietkaew et al., 2022).

According to Lewin's complexity theory, complex relationships cause minor, non-linear adjustments to have huge structural effects. Organizations also evolve dynamically over time through a process of trial and error. The field of complexity theory examines how order emerges in dynamic, non-linear systems that are on the border of chaos, like weather systems. Using a few basic organizing principles, consciousness in such organizations generates erratic but similar behavioral patterns. Businesses are forced to observe and make changes under this notion. The three most crucial components of this strategy are cleaner manufacturing, risk management, and change management. This point of view holds that autonomous people are essential to the sustainability of an organization in order to keep it together. It also highlights sustainability, knowledge, and tenacity. According to Alkaraan et al. (2023), this makes a corporation more resilient to both internal and external challenges.

## **Innovation's Place in Human Resource Management Strategies for Organizational Development**

One crucial element in promoting long-term organizational growth is the innovative role that HRM strategy plays. Innovation offers answers to a variety of issues pertaining to human resources, such as hiring and selection procedures, staff development, and performance management. Organizations can increase their efficacy and efficiency in drawing in and choosing the best candidates by utilizing innovation and technology in the recruiting and selection process. By using social media and internet platforms, businesses can connect with a larger pool of prospective employees by utilizing technology. The selection process can be made more targeted by using algorithms and data analysis to find applicants with the potential and credentials needed by the company. With the ability to evaluate candidates comprehensively without being constrained by time or location, online evaluations have emerged as a crucial tool for determining a candidate's potential and skills.

This invention increases the productivity, equity, and inclusivity of the hiring and selection process, which can enhance the accuracy of selecting the best personnel to support organizational expansion. Then, maximizing employee potential and preserving corporate competitiveness depend heavily on staff development and training. Organizations must embrace innovation in training and development to meet a variety of problems, including the rapidity of technological and market change (Papa et al., 2020).

Employees can participate in training anytime, anywhere with greater accessibility when digital learning platforms are used. Furthermore, training programs can be customized to each student's needs through the use of an adaptive learning model, increasing efficiency and making the most of each employee's ability. In order to foster greater teamwork and creativity, departments should consider implementing a knowledge and skills exchange program. Employees can more successfully support organizational growth and acquire skills that are relevant to market demands with the help of this innovation. Furthermore, Singh et al. (2020) assert that proficient performance administration is a crucial element in stimulating workforce motivation and attaining superior outcomes, hence bolstering organizational expansion.

Performance management innovations bring about the replacement of traditional formal and periodic procedures with continuous feedback systems. Employees can obtain real-time feedback through the use of sophisticated tools and technology, which makes them more responsive in terms of performance improvement. Important improvements include goal-oriented and

engagement techniques, which encourage employees to actively participate in the performance review process and help the firm achieve its objectives.

Innovation in performance management may foster a work climate that is focused on individual and team development by utilizing inclusive evaluation methods and integrating employees in the process. This will enable long-term organizational growth and advancement. To face the complexity of today's circumstances, innovation plays a critical role in human resource management strategies for sustained organizational growth. Organizations may improve employee development, performance management, and recruitment process efficiency, effectiveness, and quality by putting the correct technology and innovation into practice. According to Armstrong, M., & Taylor (2020), innovation serves as the cornerstone for developing a flexible and creative work environment, which in turn will propel the company toward long-term success and sustainable growth.

## **CONCLUSION**

The importance of human resource planning and strategy implementation which will be developed in the framework of organizational strategy is emphasized by human resource strategy. The methods, The strategies, objectives, and plans that managers and business owners use to monitor employee-related policies and procedures are referred to as human resource management. Human resource theories explain how management styles and organizational structures can influence employee behavior in a favorable or bad way. By comprehending the principles of human resource theory and organizational behavior, and applying that understanding, small business owners may lower employee turnover and boost staff productivity and creativity.

One crucial element in promoting long-term organizational growth is the innovative role that HRM strategy plays. Innovation offers answers to a variety of issues pertaining to human resources, such as hiring and selection procedures, staff development, and performance management. Organizations can increase their efficacy and efficiency in drawing in choosing the best candidates by utilizing innovation and technology in the recruiting and selection process. By using social media and internet platforms, businesses can connect with a larger pool of prospective employees by utilizing technology.

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