

The Impact of Sustainable HRM On Job Performance

By

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requirements for the degree of
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Declaration

It is hereby declared that,

1. The thesis submitted is my own original work while completing a degree at BRAC University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Approval

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Ethics Statement

Hereby, I Sami Allah Ibrahimy consciously assure that, the following conditions are met for this paper “**The Impact of Sustainable HRM On Job Performance.**”

- 1) This is original work that has not been previously published anywhere.
- 2) At this moment, the research is not being considered for publication anyplace.
- 3) The writer’s research and analysis are accurately and completely reflected in the article.
- 4) Data collection has been made to maintain the ethical statement.
- 5) The publication adequately recognizes the contribution of supervisor and co supervisor.
- 6) The results are examined in relation to prior and continuing research.

Sami Allah Ibrahimy

Abstract

Both scholars and practitioners are interested in the outcomes of sustainable human resource management (SHRM) practices on job performance. SHRM is an approach to support and enhance the management of human resources. The implementation of SHRM practices has been found to improve the efficiency & effectiveness of HR processes, increase employee satisfaction and enhance organizational performance. This study aims to review the literature on how SHRM practices affect job performance in Bangladesh. 53 employees from the private companies who are using SHRM make up the study's sample. Overall, the findings of this study indicate that SHRM has a favorable impact on job performance. Organizations that implement SHRM practices in a strategic and planned manner can expect to see improved efficiency and effectiveness. However, it is crucial to remember that additional study is required to properly comprehend the connection between these practices and job performance.

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Chapter 1. Introduction

1.1 Background of study

Nowadays, practicing sustainability in Human Resource Management is the key factor for a successful business organization. Sustainability is directly connected to the systematic HRM practices which lead to the physical, social, and economic wellbeing of employees of the organization. Adopting a more sustainable strategy causes long term better performance and higher resilience. SHRM provides more durability to the organization in the competitive forces. Organization can take it as a strategy that can help organization to maintain a well-balanced condition for both employer and employees. Taking opportunities from both organizational internal and external environments is a key aspect of SHRM.

It ensures better management practices for the well-being of all. The market environment is changing day by day. To face this rapid change systematic management of human resources could be the key weapon for this challenge. We can maintain systematic HRM by practicing sustainability in the organization. To connect human resources to business needs, organizations use the process named human resource planning. Sustainable planning leads to creating proper bonding between people and business in the organization.

Today, practicing sustainability in HRM has become the most important strategy for many business organizations. Even small business firms can practice it for better outcomes. It is wise to consider the benefits of the SHRM for organization in case of spending time and money on human resource management. In the field of human resource management SHRM is a most advanced and hot topic. It allows the business firms to show the way of balancing resource consumption and resource reproduction without any kind of wastage. For current difficult

economic times, it is necessary for a competent business firm to utilize resources, especially human resources in the most efficient way in every aspect of the business. For this type of business organization SHRM is a light that shows the proper way. SHRM practice has a positive effect on the outcomes of an organization as well as helping to secure efficient and high performance environment of the employees, improve the adaptability, and focus on organizational objectives. It is found that organizational performance and employee performance can be improved by high-involvement HRM practices like SHRM.

The main objectives of the SHRM are to improve the effectiveness in the current environment in the organization and create positive effects in future that fulfill the organizational goal. It ensures that effective human resources will be available for the organization in future. Business firms will learn the effective utilization and reproduction of human resources through SHRM practice. Under this practice the organization will be able to anticipate the future demand for personnel.

Human Resource Planning (HRP) presents the future demand for human resources with required skills and competencies for certain positions at the right time considering the most cost-effective way. It helps to fulfill the business requirements in the most efficient way. Balancing the number of employees is required to avoid problematic situations. HRP is directly linked with organizational goals, mission, and vision.

1.2 Objective of the study

Sustainable Human Resource Management enables organizations to efficiently manage and sustain their HR operations. It offers several benefits, such as increased efficiency, attracting and retaining top talents, improved employees' engagement, and long-term business continuity,

which leads to job performance and organization effectiveness. The objective of the study is to evaluate the relationship between Sustainable HRM and job performance in context of Bangladeshi organizations.

1.3 Significance of the study

The research "Impact of Sustainable HRM on job performance in Bangladesh" is of great significance in the field of Human Resource Management, as it addresses an important and timely issue of how sustainability is affecting the HR practices and their impact on job performance. This study provides valuable insights into the use and impact of Sustainable HRM in organizations in Bangladesh, a developing country that is facing its own unique set of economic and cultural challenges.

1.4 Problem Statement

A problem statement is a short and clear description of an issue or challenge that needs to be addressed or solved. Motivational factors play a key role in employees' performance. Today's organization pays less attention to SHRM. Organizations focus on benefiting the shareholders not the stakeholders. HR managers decline the practice of sustainable HRM and use traditional methods about job performance, and not consider the modern approaches. Considering those points, the problem is why private businesses are not taking any action toward sustainable human resources management functions and practices for their long-term goals and business continuity.

1.5 Research Questions

Research questions are specific statements to guide an investigation, it determines the goal and scope of the research. The main question of this study is how sustainability in human resources impacts job performance or employee's performance. This investigation is going to answer it.

Chapter 2. Literature Review

2.1 What is Sustainable HRM?

Sustainable HRM is a relatively new field of study to which many research areas and disciplines aim to contribute (Ehnert et al., 2014; Macke & Genari, 2019). Multiple topics bring essential human elements to the sustainable HRM discussion, such as sustainable HRM (Ehnert, 2009; Zaugg et al., 2001), socially responsible HRM (Cohen, 2010; Hartog & Muller-Camen, 2008), green HRM (Jabbour & Santos, 2008; Jackson & Seo, 2010; Jackson et al., 2011; Renwick et al. 2008) and strategic environmental HRM (Egri & Hornal, 2002). Despite numerous attempts to define sustainable HRM, there is still no standard agreement on what it means. Sustainable HRM is a long-term oriented conceptual approach and activities aimed at a socially accountable and economically suitable recruitment and selection, development, deployment, and release of employees (Zaugg & Thom, 2004: 217). Sustainable HRM could help sustain employee dignity in the justification of staff saving and warrant their employment in the job market (Zaugg & Thom, 2001). Thom & Zaugg (2004) specified that a sustainable HR policy concentration on implementing proper, clear measures for recruitment and retention, training and development, performance managing and drive, and employee engagement, and it is a conceptual approach and long-term leaning activity in developing generally viable and responsible policies for recruitment and retaining, employee engagement, deployment, and motivation.

Sustainable human resources management can be defined as "the acceptance of HRM strategies and practices that enable the accomplishment of financial, social, and ecological goals, with an impact inside and external of the organization and over a long-term prospect while controlling unintended side effects and negative feedback" (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016). Sustainable HRM literature and the terms encompassed under Sustainable HRM are also diverse. The domains of academic interest in Sustainable HRM cover areas such as international measurement and reporting systems (Fernandez-Feijoo, Romero, and Ruiz 2014; Romero, Ruiz, and Fernandez-Feijoo 2018), paradox within organizations (Ehnert 2009; Parkin- Hughes 2019; Podgorodnichenko, Edgar and McAndrew 2019), the synthesis effect and performance (Mariappanadar and Kramar 2014), contextual influences (Mariappanadar 2019), competencies required for Sustainable HRM (Mariappanadar and Kramar, 2019; De Prins et al. 2014) and models of Sustainable HRM (Aust and Matthews 2020; De Prins et al. 2014; Ehnert 2009; Kramar 2014; Podgorodnichenko, Edgar, and McAndrew 2019; Vanderstraeten 2017).

Sustainability is practiced everywhere, as limited resources must be utilized effectively and efficiently. Current HRM approaches do not ensure Sustainability in the human resource management system. Balancing resource consumption and resource reproduction is the most challenging task for sustaining in the current competitive market. So, today's corporate world is inclined to find out how to ensure Sustainability in business without any harmful effect on the organization. In this case, Sustainable Human Resource Management (SHRM) practice is becoming a more popular term.

SHRM conflicts with the business firm's short-term economic benefits and ensure long-term success through access to critical and scarce human resources. Several studies have been accomplished to examine the effectiveness of SHRM practices. Champs et al. reviewed the

impacts of SHRM from social, economic, and environmental perspectives with a clear concept of Green Human Resource functions. The objective of this paper was to find a way of developing a sustainable work environment and achieving sustainable developmental goals (SDGs) and the implementation of SHRM to achieve this. This allows the researchers to have a clear idea and application of crucial aspects relevant to SHRM so that practitioners get support in developing a sustainable work environment. Carlstrom et al. analyzed the impact of HRM practices on an organization's financial performance and stakeholders. This study showed the importance of sustainability practices in HRM, linking several terms like green HRM, ethical aspects, social responsibility, stakeholders, and leadership. Sugumar analyzed the physical aspect of SHRM in his research paper. His study aimed to measure occupational health performance in SHRM practice. Organizations are no longer responsible for only shareholders and gaining profits but also have responsibilities for people working for the organization, people in the community, and for making the world a better place to live. There is debate internationally about the adaptable and more agile organization. For the current situation in business, the organization should be more adaptable and agile.

Kramer showed how SHRM represents a new way of managing people through continuous development to improve management practices. Strategic Human Resource Management is a factor in achieving sustainability in the workplace. It is also a part of SHRM practice. A conceptual framework was developed to analyze the Role of strategic HRM in improving sustainability and competitiveness. Sustainability practice in HRM has a significant impact on the organization's financial performance. Centered on the corporate social responsibility (CSR) approach, developing sustainability in the workplace needs to establish some criteria.

2.2 History of SHRM

Sustainability refers to long-lasting, durable, or systematic. It is not easy to trace the origin of sustainability. This is a very traditional term used in various fields. It indicates the balanced condition of consumption and reproduction for keeping the sustainment required for survival during critical and challenging situations. It is the ability of individuals, society, or organizations to maintain and develop resources. In other meaning, the ability to reproduce. Many years ago, sustainability was practiced in ecology to keep society conscious about limited natural resources with a gradual increase in population and economic demand. Sustainability is applied in the economic field, most likely in business firms' case for a long-term market run. It is more than a simple social, economic, and environmental concept. For this reason, it is a more challenging term in the proper workplace implementation, specifically in HRM.

2.3 Application for SHRM

HR has not traditionally aligned itself closely with social and environmental issues, but it should pay attention now. There are several challenges for HRM.

- Employee motivation and retaining
- Downsizing plan
- Workforce diversity
- Technological change
- Work-life balance

The expected energy returns to the workplace; they are now more productive, well-tracked, and quantified. Better data shows that these themes of social and environmental issues that the company cares about are extremely energizing the employees in the organization.

2.4 Sustainable HRM Definitions

Sustainable HRM is "those long-term oriented conceptual attitudes and performances aimed at a socially responsible and economically right recruitment and selection, development, deployment, and liberation of employees.

Adopting HRM strategies and practices enables the attainment of financial, social, and environmental goals, with an impact inside and outdoor of the organization and over a long-term time prospect while controlling for unintended side effects and adverse feedback. (Ehnert et al., 2016).

The Role of Human Resource Management (HRM) in Sustainability

HRM has a two-fold role in terms of sustainability:

1. It must ensure that a sustainable approach to managing employees is part of the business strategy.
2. Employee well-being, health and safety, work-life balance, diversity and inclusion, gender equality, hiring and firing practices, fair rewards, a living wage, employee learning, and growth, positive internal communications, open dialogue, and employee involvement in the community are all crucial aspects to pay attention to in terms of managing employees sustainably.

2.5 Types of Sustainable HRM

Human Resources Management has significantly evolved over the years. However, the most significant changes have occurred over the last 3-4 decades wherein companies and HR partners worldwide have made conscious efforts to build HRM models that are green and sustainable.

With the measure of success shifted from absolutely based on wealth, perceptions like Green HRM and Triple Bottom Line HRM are developing the centerpiece of thoughts on Human Resources.

To identify the link between sustainability and HRM, we can take a confined look at the various types of sustainable HRM that have been and can be adopted by companies.

Socially Responsible HRM (SRHRM) encompasses all HR practices that identify and incorporate employee needs into the company's needs. This means seeking to proactively increase employees' work experiences and meet their personal and social prospect ethically and socially responsibly. Modern HR tools and tactics like Employee Social Platforms and impactful CSR methods are all a part of the whole world of SRHRM.

Green HRM (GHRM) This is a modern concept that includes all views and practices of HRM that track the goal of environmental sustainability. It entails undertaking environmentally friendly plans ensuing in greater efficiency, lesser costs, and better employee engagement and retention, which in turn help organizations decrease carbon footprints. HR Tech has emerged to this occasion by providing means for easy paperless processes, like zero-touch payroll or automated talk to and digital onboarding.

Triple Bottomline HRM This type focuses instantaneously on HRM's economic, social, and environmental purposes. By acknowledging that people, profits, and the planet are all intimately linked, the Triple Bottom Line HRM can help drive financial profits by applying systems and policies that impact social accountability and environmental sustainability. The stream trend in adopting ESG (Environmental and Social Governance) and ESG-led business

objectives are the best example of how Triple Bottom Line HRM has redefined measuring success story for businesses.

Common Good HRM is a relatively new idea being researched and spoken about in academic circles concerning sustainable HR. This model of HRM looks outside-in by placing the "collective needs of society and the environment at the same level as the needs of the company or organization. This means making it the fundamental responsibility of a business or company to impact its surroundings and uplift the community it sustains positively. It is a beautiful concept "with grand promises for how companies will work and be perceived, but we are still many stages away from realizing this.

Sustainable HRM Goals

Employees are the backbone of any organization, and a sustainable strategy means very little if employees are not involved or aware of how to achieve it. Organizations of all sizes have a responsibility to do all they can to help educate their employees in ways to protect the planet and be responsive toward global goals, and the onus is on HR.

Sustainable HRM functions

Sustainable Selection Sustainable selection, within the context of Human Resource Management (HRM), is the process of identifying and hiring individuals for employment in a manner that aligns with an organization's sustainability goals and principles. It involves selecting candidates not only based on their qualifications and skills but also considering their compatibility with the organization's sustainability objectives.

Sustainable Employee Participation : Sustainable employee participation refers to a practice within sustainable human resource management (SHRM) where employees are actively engaged

in decision-making processes, problem-solving, and contributing to the overall sustainability efforts of an organization. It involves creating opportunities for employees to have a voice in matters related to sustainability, environmental responsibility, social responsibility, and economic sustainability.

Sustainable Employee Training : refers to a strategic approach within sustainable human resource management (SHRM) that focuses on improving and enhancing the knowledge, skills and awareness of employees in areas related to sustainability. It aims to equip employees with the necessary competencies and understanding to contribute effectively to an organization's sustainability initiatives.

Sustainable Employee Empowerment is a strategic approach within sustainable human resource management (SHRM) that focuses on granting employee's authority, autonomy, and resources they need to make decisions and take actions that contribute to sustainability goals and objectives in a long-term and responsible manner. It involves enabling employees to participate actively in the organization's sustainability initiatives and fostering a sense of ownership and accountability for sustainable practices.

What is Job Performance?

Researchers generally understand that performance is an essential variable in work organization (Suliman, 2001) and has become a significant indicator in measuring organizational performance in many studies (Wall et al., 2004). Employee performance can also be measured combining expected behavior and task-related aspects (Motowidlo, 2003), even though by financial figures often determine performance. Performance-based on absolute value or relative judgment may reflect overall organizational performance (Gomez- Mejia, Balkin, and Cardy

2007; Wall et al., 2004). However, Wiedower (2001) asserted that performance measures based on performance appraisal items offer higher reliability in evaluating performance. High performance employees pursue a higher level of individual and organizational performance which involves quality, productivity, innovation rate, and cycle time of performance (Bharadwaj, 2005). Therefore, they can assist the organization in achieving its strategic aims and sustaining its competitive advantage (Dessler, 2011). Thus, to attract and sustain higher employee satisfaction and performance, employers must treat their workers as the most important internal resources and gratify them (Jin, 2007) because committed and satisfied employees usually are high performers contributing to organizational productivity (Samad 2007).

Definition of Job Performance

Job performance is actions or behaviors relevant to organizational goals (Campbell, 1990) including productive and counterproductive employee behaviors that contribute to or detract from organizational goals (Hunt, 1996).

Viswesvaran and Ones (2000) introduced a more recent definition of job performance as behavior” and outcomes that employees undertake that contribute to organizational goals. This means job performance refers to the effectiveness of individual behaviors that contribute to corporate objectives and should consist of task and contextual performance (Motowidlo, 2003) Different factors influence both constructs; job-related experience determines task performance while an individual's personality type determines contextual performance (Motowidlo and Van Scotter, 1994).

Hypothesis Development

Sustainable Selection and Job Performance : The HR function should adopt sustainability practices, driven by a commitment to organizational effectiveness, long-term economic advantages, ethical considerations, and responsible leadership. A crucial aspect of this is the selection process, where the right individuals with the necessary characteristics, knowledge, and qualifications are chosen to align with the organization's culture and environment. Jepsen and Grob's study highlights that implementing a sustainable selection process not only reflects a dedication to the well-being of the planet, people, and profits but can also serve as a competitive advantage in the labor market. In essence, embracing sustainability in HR practices is not only ethical but also strategically advantageous for organizations. Therefore, we posit that :

H₁: Sustainable selection and job performance have a positive and significant relationship.

Sustainable Employee Participation and Job Performance: Employee participation involves involving all employees in an organization in decision-making processes related to development activities that impact them, granting them authority and influence. Many studies have shown a positive correlation between employee participation and job performance. Research by Bhatti et al. underscores the influence of participation on job performance. Paul highlights that employees closely involved in organizational work possess valuable insights for improvements and success. Wagner's findings further support the connection between participation and performance and satisfaction, emphasizing its statistically significant impact. A sustainable work system that encourages employee participation contributes to business sustainability. In summary, employee participation significantly enhances job performance by fostering engagement, innovation, and organizational success. Therefore, we posit that :

H₂: Sustainable employee participation and job performance have a positive and significant relationship.

Sustainable Employee Empowerment and Job Performance: Employee empowerment plays a crucial role in enhancing job performance, as supported by research from scholars worldwide. This is often linked to the positive relationship between employee satisfaction and performance. Studies have consistently found a significant connection between empowerment, job satisfaction and job performance. Essentially, employee empowerment creates sustainable opportunities for employees to pursue their goals and talents, acquire knowledge and skills, and apply them within a supportive work environment. This, in turn, contributes to improved individual and organizational performance. Therefore, we posit that :

H₃: A positive and significant relationship exists between sustainable employee empowerment and job performance.

Sustainable Training and Job Performance : In Githinji's study, the effect of training on employee performance among international civil servants in Somalia was investigated. Primary data was collected from 144 staff members working at the United Nations Support Office for the African Mission in Somalia. The study's findings showed that training had a positive and significant effect on employee performance. Specifically, training was found to enhance employee engagement and enthusiasm for their work, ultimately leading to improved job performance. In summary, Githinji's research highlights a clear and positive relationship between training and employee job performance. Therefore, we posit that :

H₄: Sustainable training and job performance have a positive and significant relationship.

Conceptual Framework

The main objective of this study is to determine how sustainable HRM practices impact job performance in Bangladeshi companies. Sustainable HRM is the independent variable, and job performance is the dependent variable. We used 4 variables of Sustainable HRM (Sustainable Selection, Sustainable Employee Participation, Sustainable Employee Empowerment, Sustainable Training) practices and job performance, which are independent, and job performance which is dependent variable. How sustainable HRM impacts job performance is then assessed.

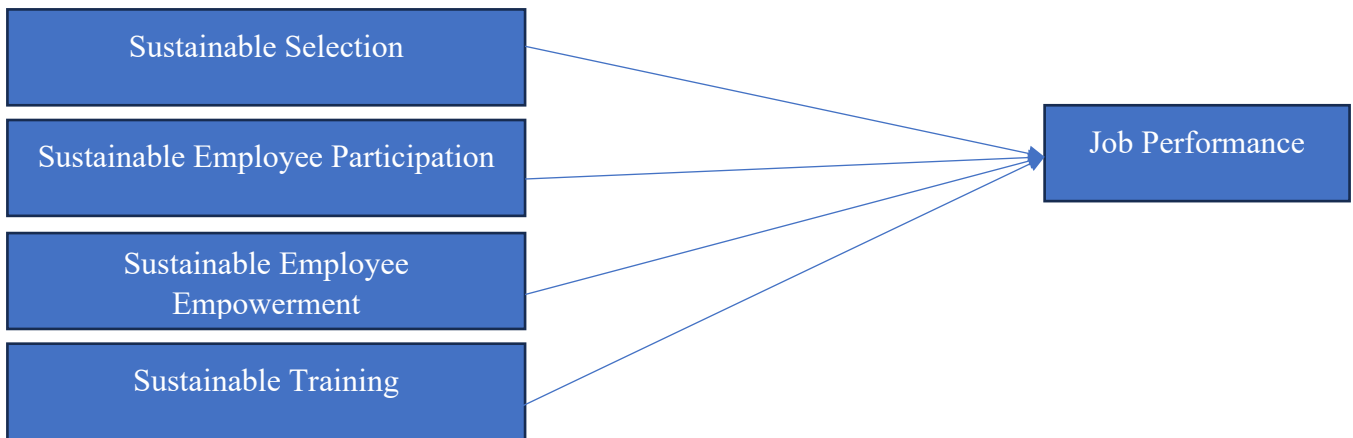


Figure 1. Sustainable Functions and Job performance

Chapter 3. Research Methodology

Research design

A general strategy known as research design outlines the procedures to collect and analyze the necessary data (Quinlan, Zikmund, Babbin, Carr, & Griffin, 2015). The study's objective is to determine the impact of Sustainable HRM on job performance in Bangladesh. An assessment of the relationship is done using a survey. Data is acquired using a standardized questionnaire. As a result, a quantitative strategy is used for data collection.

Sampling procedure & Sample size

A subgroup or a portion of a larger population that is used to assess the characteristics of the population is referred to as sampling. A survey on sustainable HRM practices in Bangladeshi corporate business and its impact on job performance will be conducted, and participants will be chosen using sampling. Non-probability sampling, which was used in this investigation included judgment sampling. Because the respondents were asked whether their business implements sustainable HRM functions before answering the questionnaire. The study's sample consists of 53 workers from private businesses that use sustainable human resource management. Between May 2023 and August 2023, a sample is obtained.

Questionnaire Design

A questionnaire is a methodical way to collect primary data (Bell, 2005). Data for this inquiry are gathered via a questionnaire. The likelihood of confusion is reduced by the creation of a

straightforward language questionnaire. The questionnaire is divided into three sections: I ask about the respondents' demographics; II asks about their level of SHRM activity; and III asks about job performance.

The Likert scale with a 1 being "strongly disagree," 2 being "disagree," 3 being "neutral," 4 being "agree," and 5 being "strongly agree" is used for sections II and III (strongly agree). There are six questions in part I's demographic profile. There were 11 questions in Part II about the application of SHRM approaches. Part III concludes with 12 questions about job performance.

Data collection method

This study's base is primary data. Primary data is acquired by employing questionnaires that are organized. To collect responses from the participant for a structured questionnaire, Google Forms and printed versions of the survey are used. Email, WhatsApp, LinkedIn, Facebook, and other platforms are used to spread the survey.

Chapter 4. Data analysis

Respondents Socio-demographic Characteristics

Figures 2 and 5 depict the socio-demographic characteristics of the respondents.

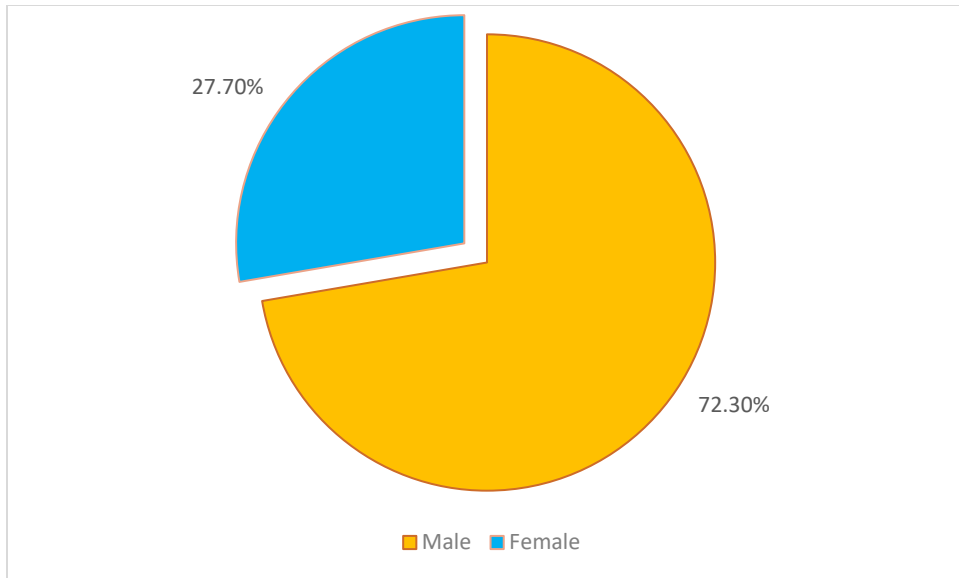


Figure 2. Gender distribution of the respondents

The gender breakdown reveals that (72.3%) of respondents were male (Figure 2). Approximately 28% of respondents were female.

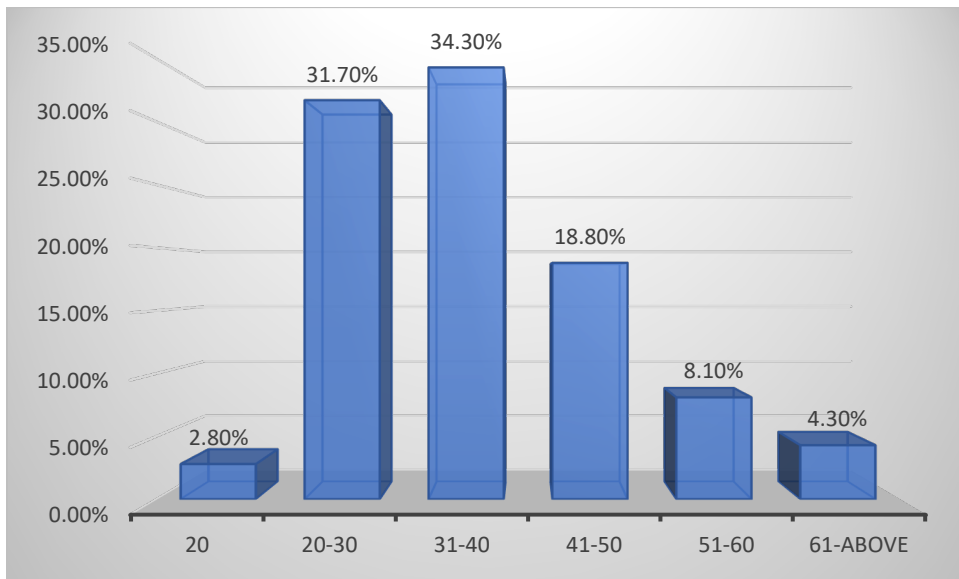


Figure 2. Age distribution of the respondents

The findings also revealed that (34.30%) of respondents were between the ages of 31 and 40 (Figure 3). Sustainable HRM utilizes job performance within an organization.

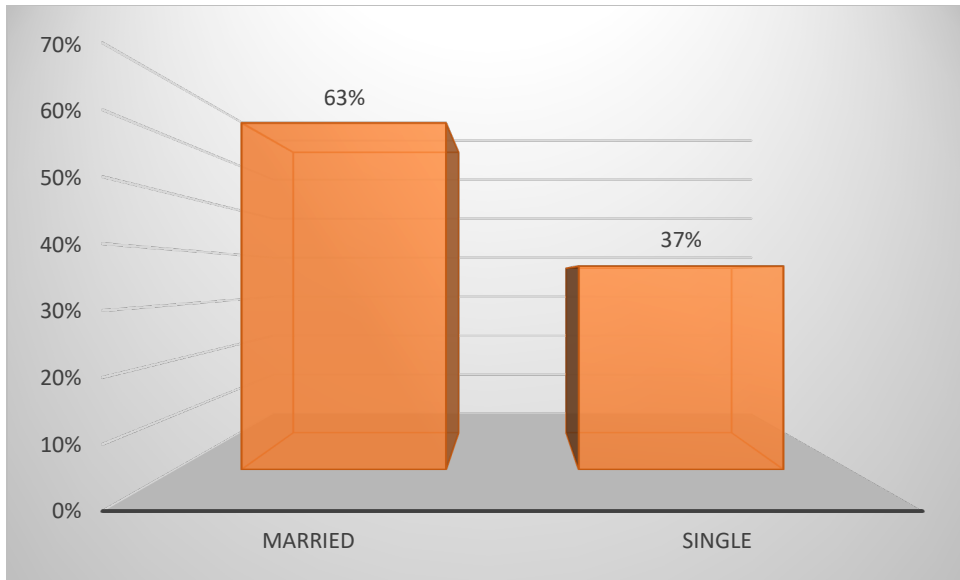


Figure 3. Marital status of the respondents

Figure 4 shows that 63% of respondents were married among the total surveyed respondents, while 37% are single.

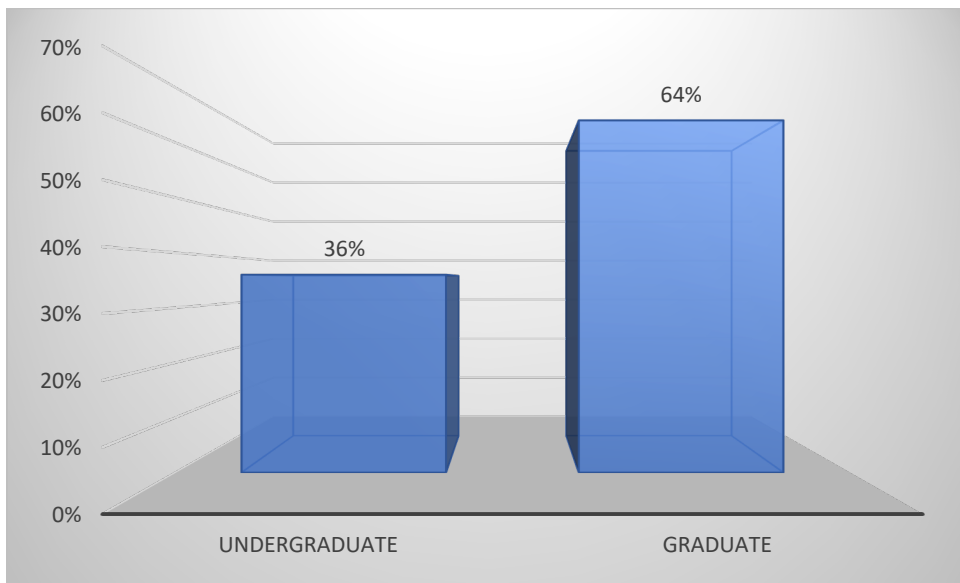


Figure 4. Educational status of the respondents

The socio-demographic characteristics in Figure 5 also revealed that most respondents (64%) are master's degree holders, (36%) are bachelor's degree holders.

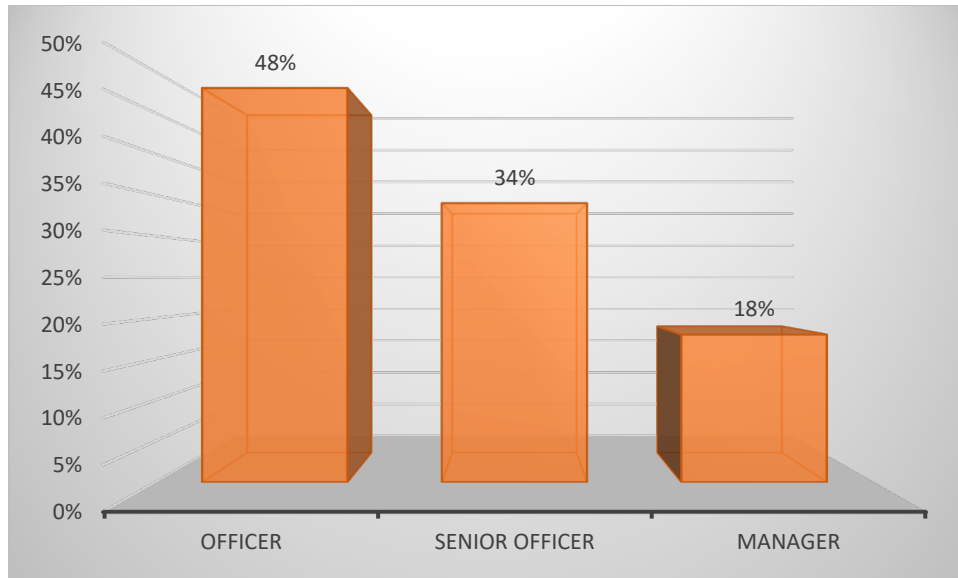


Figure 5. Position/ Rank of the respondents in their organizations

Besides, it can be seen from Figure 6 that less than half of the respondents were officers of senior rank, followed by the officer's category. However, 18 % of total respondents were managers of different organizations.

Status of SHRM activities in the organizations

On a five-point Likert scale, respondents' opinions concerning SHRM activities are recorded (Table 1). Based on the perceptions of the respondents, it is evident that sustainable selection all the other selected SHRM activities, have been effectively adopted by the organizations. More than 80% of respondents agree that sustainable selection, sustainable training, sustainable employee participation, sustainable employee empowerment in organizations. There are still some opportunities to adopt SHRM practices, particularly for employee selection, training, and performance evaluation. In recent years, the worldwide SHRM approach has been increasingly used for employee training, performance management, and compensation & benefits administration.

Table 1. Respondents' perception about Sustainable HRM activities in their organizations

Activities	Percentage of responses				
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Sustainable Selection	25.71	61.23	4.23	6.28	2.55
Sustainable Employee Participation	26.52	44.58	11.39	11.84	5.67
Sustainable Employee Empowerment	20.07	50.90	20.39	8.48	0.16
Sustainable Training	23.52	42.42	18.69	13.08	2.29

Table 2. Reliability statistics

Construct	Cronbach's Alpha	Number of items
Sustainable HRM	0.89	25
Job Performance	0.87	5

Our investigation revealed that job performance and sustainable HRM practices both have Cronbach's alpha values above 0.89, which proves to be a high level of reliability. As a result the reliability and validity scores show that each item has a decent amount of reliability and is internally consistent.

Table 3. Pearson's correlation coefficient for selected independent variables with Job performance

Independent variables	Job Performance
Sustainable Selection	0.712
Sustainable Employee Participation	0.553
Sustainable Employee Empowerment	0.668
Sustainable Training	0.472

Table 3 represents the results of correlation between dependent variables (Job Performance) and each independent variable separately. The result indicates that all the independent variables are correlated with job performance. Besides, some variables show moderate correlation with job

performance such as sustainable selection, sustainable employee participation, sustainable employee empowerment, and sustainable training.

Table 4. The overall impact of sustainable HRM-related to the Job Performance.

R	R²	Adjusted R²	F-value	df-1	df-2	Significance level of F
0.82	0.79	0.78	14.28	12	47	0.000

Note: Dependent variable: Job Performance, and independent variables: Sustainable HRM.

The estimated R² is 0.79, which indicates 79% of the total variation in the job performance is explained by the independent variables (SHRM variables) in the model. Hence, the estimated has a high goodness of fit.

In terms of F- value, the F- value is 14.28, which is significant at 1% level. Hence, the overall fit of the model is good, and all the independent variables are needed for the analysis.

Table 5. The estimated coefficients show the influence of Sustainable HRM on job performance.

Variables	Unstandardized Coefficients	Standard Errors	t- statistics	p- value	Standardized Coefficients
(1)	(2)	(3)	(4)	(5)	(6)
Sustainable Selection	0.038**	0.012	3.463	0.012	0.108
Sustainable Employee Participation	0.058**	0.014	3.147	0.002	0.093
Sustainable Employee Empowerment	0.063**	0.013	2.479	0.000	0.078
Sustainable Training	0.067**	0.017	2.313	0.000	0.067
Constant	0.389***	0.058	6.793	0.000	-
Observations			53		
Adjusted R-squared			0.78		

So, a sustainable selection will improve job performance. The same goes for sustainable training,

sustainable employee participation, sustainable employee empowerment. As the beforementioned functions show positive and significant relationship with job performance.

Chapter 5. Discussion

How these SHRM functions below can have a positive and significant impact on job performance:

Sustainable selection in Human Resource Management (HRM) refers to the practice of selecting and recruiting employees in a manner that aligns with sustainability goals and principles. It goes beyond traditional hiring processes by considering not only the immediate skills and qualifications of candidates but also their long-term compatibility with the organization's sustainability objectives. Employees selected through sustainable practices are more likely to be engaged and motivated because they share the organization's values and are passionate about its sustainability mission and it affects the job performance.

The role of sustainable training in job performance is significant and can have a positive impact on both individual and organizational levels. Sustainable training refers to the practice of providing employees with education and development opportunities that not only enhance their skills and knowledge but also align with an organization's sustainability goals and values. In addition, Employees who receive sustainable training often feel more engaged with their work. They understand the broader impact of their roles on sustainability, leading to increased job satisfaction and motivation.

Sustainable employee participation is a powerful driver of improved job performance. It promotes engagement, alignment with organizational values, innovation, and accountability among employees. Organizations that encourage and value employee participation in sustainability

initiatives are more likely to achieve their sustainability goals while fostering a culture of high performance and responsibility.

Sustainable employee empowerment leads to improved job performance by fostering motivation innovation, accountability, and adaptability among employees. It creates a work environment where employees are engaged, skilled, and committed to achieving both personal and organizational success. Organizations that prioritize sustainable employee empowerment are more likely to experience enhanced job performance and long-term competitiveness.

As the data analysis was based on a small sample size, a larger sample size would increase the generalizability of the findings and allow for more robust conclusions to be drawn about the relationship between S-HRM and job performance.

Chapter 6. Implication

Theoretical implications

The study on the effect of sustainable human resource management (HRM) on job performance adds to the body of literature that emphasizes the significance of utilizing an all-encompassing and employee-focused strategy to HRM. It draws attention to the importance of sustainable HRM practices in promoting environmental and social responsibility as well as in boosting organizational performance through improved employee job performance. The theoretical implication of this study highlights the critical role that sustainable HRM practices play in influencing job performance and shows how organizations can develop a workforce that is not only socially and environmentally responsible but also highly motivated and productive to sustainably gain a competitive advantage. This emphasizes the mutually reinforcing nature of

HRM and sustainability in the modern company environment and deepens theoretical understanding of both concepts.

Practical Implications

The practical implications of this thesis are that organizations should prioritize the implementation of SHRM functions that have been found to have a significant and positive impact on job performance. Additionally, organizations should be aware of the SHRM functions that were found to have a negative impact, though not significant, and take steps to mitigate any negative effects. It may also suggest that organizations should implement SHRM functions in a strategic and planned manner rather than indiscriminately adopting all available SHRM functions without considering their impact on job performance.

Chapter 7. Limitations and Scope for future study

The key drawback of this research is the small sample size; although a larger sample would yield more reliable data, it would be more challenging to gather in such a short amount of time.

Also, these factors below add to the limitations -.

- The study's conclusions will be derived from the data that respondents submitted, and this information may be biased or partial.
- Most of the data is gathered using a google form, which may slightly differ from the actual situation.
- Time, budget, and the availability of information all contribute to the study's limitations.

Without a doubt, there is an opportunity for researchers to investigate and undertake in-depth research on SHRM and their impact in various organizations. Future study may be required to further develop these hypotheses. One potential future direction would be to replicate the study

with a larger sample, given that my thesis was based on a small sample size. This would increase the generalizability of the findings and allow for more robust conclusions to be drawn about the relationship between SHRM and job performance. Another approach could be to conduct a longitudinal study which would allow us to track the impact of S-HRM over time on job performance. This would provide more insight into how S-HRM affects job performance over the long term. Overall, expanding the sample size and adding more methods would increase the robustness of the research and provide more valuable insights for organizations on how to effectively implement S-HRM to improve job performance.

Also, the proposed model could certainly be improved by including mediators such as workplace transparency or employee motivation, as well as moderators such as organizational support and leaders' empathy, etc. Incorporating these mediators and moderators into the proposed model could provide a more comprehensive understanding of the relationship between S-HRM and job performance.

Chapter 8. Conclusion

Due to the HRM's significant influence over organizations, the organizational counterpart has a greater need to profit from it. Even though scholars are currently looking into this topic, most of them believe that these practices are an essential component of modern HRM advances. SHRM has, in fact, become necessary for organizations. Although there are some obstacles, using SHRM has several advantages. HR managers must figure out how to incorporate with this blessing of research and sustainability and contribute to making the most out of it to attain a greater level of satisfaction at work, and, faster and most significantly, to adopt the company's future objectives. This will enable them to accomplish tactical competitive advantage by making the most effective use of human resources.

This study is an attempt to provide a more comprehensive understanding of the variables that affect job performance. The perception of SHRM practices and job performance in the literature is anticipated to increase because of this research. It explains how SHRM practices and job performance are combined. Because of their importance in enhancing organizational effectiveness, these findings should shed some insight into policy makers and enable them to focus more on the SHRM.

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Appendix

Questionnaire

PART-I: Personal Information, please (√) into the following information.

1). Gender : • Male • Female

2) Age :

- Between 20 - 30 years
- Between 31 - 40 years
- Between 41 - 50 years
- Between 51 - 60 years
- Over 61 years

3) Marital Status : • Unmarried • Married

4) Education Level: • Undergraduate • Graduate

5) Position/Title : • Officers • Senior Officer • Manager

6) Types of private origination : • Public” • Private

PART-II: Please give your opinion (√) to the following practices of SHRM functions in your organization.

Sustainable HRM						
The human resource management department of your organization is systematically practicing the following SHRM functions -						
1	Our organization has a clear and transparent process for selecting new employees based on sustainability values.	1	2	3	4	5
2	Sustainability criteria are considered during the recruitment and hiring process.	1	2	3	4	5
3	Employees are actively encouraged to participate in sustainability initiatives within the organization.	1	2	3	4	5
4	There are channels and platforms in place for employees to suggest and contribute to sustainability efforts.	1	2	3	4	5
5	Employees have the authority to make decisions that impact sustainability within their respective roles.	1	2	3	4	5
6	Our organization provides training and resources to empower employees to contribute to sustainability goals.	1	2	3	4	5
7	Employees receive training on sustainability topics relevant to their roles.	1	2	3	4	5
8	The organization offers continuous learning opportunities related to sustainability.	1	2	3	4	5
9	In your experience, do you believe that our organization's sustainable HRM practices, such as employee development and well-being programs, have positively influenced your job performance?	1	2	3	4	5
10	I believe that sustainable HRM practices have a positive impact on my job performance	1	2	3	4	5
11	Sustainable HRM practices, such as employee development programs, have improved my skills and abilities for my job.	1	2	3	4	5

PART-III :

Job Performance						
Over the past two years, this company has improved its ability to -						
1	Employee Development and Training	1	2	3	4	5
2	Well-Being Programs	1	2	3	4	5
3	Coordinate the development efforts of different units	1	2	3	4	5
4	Flexible Work Arrangements	1	2	3	4	5
5	Reward Sustainability Contributions	1	2	3	4	5
6	Diversity and Inclusion	1	2	3	4	5
7	Employee Engagement	1	2	3	4	5
8	Eco-Friendly Practices	1	2	3	4	5
9	Sustainability Leadership	1	2	3	4	5
10	Track Progress	1	2	3	4	5
11	Skills Alignment with Sustainability Goals	1	2	3	4	5
12	Feedback and Recognition Mechanisms	1	2	3	4	5