



The Impact of Socially Responsible Human Resource Management (Sr-Hrm) on Sustainable Development in Egyptian Organisations

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THE IMPACT OF SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT (SR-HRM) ON SUSTAINABLE DEVELOPMENT IN EGYPTIAN ORGANISATIONS

Abstract: In this paper, we introduced the concept of socially responsible human resource management (SR-HRM) and examined the effects of perceived SR-HRM on Sustainable development (SD), a particular area of research that has developed and grown significantly over the past few years, adding to the expanding academic discussion on what is known as "socially responsible human resource management" (SR-HRM) and how it relates to sustainable development. In order to promote sustainable development, the SRHRM discussion aims to proactively improve workers' work experiences and satisfy their social and personal expectations. However, there is no connection between SR-HRM and its impact on SD that has been raised in the literature, and a complete study has not yet been conducted. This is true despite the growing interest in research about sustainable development. The present paper addresses this shortcoming by conducting an empirical study on 150 samples of employees from different companies between 2020-2021 in Egypt. The results showed that in general SR-HRM has a significant impact on organizational sustainable Development. This contribution is also beneficial for general HR-CSR literature as it stresses the importance of its relations to sustainable development(SD). By critically analyzing contemporary SRHRM literature, we further demonstrate how studies with utilitarian approaches have dominated earlier research. By recognizing the necessity for process-oriented studies and the significance of critical scholarship within the field of SRHRM and its connections to the SD, we thereby create a research agenda for future studies.

Keywords: Socially responsible HRM (SR-HRM), Sustainable Development(SD), Egypt.

1- INTRODUCTION

There has been an increase in the number of businesses that plan and implement a series of CSR projects, strategies, and practices. Companies are expected to act socially responsibly (SR) a socially responsible (SR) manner by pursuing their financial objectives while minimizing their negative effects on society. Their competitive advantage and organisational performance depend heavily on how they respond to the institutional demands heavily dependent on how they respond to the institutional demands that are typical of their environment and how closely they adhere to these standards (Fernández, Fernánde, & Ina, 2019). Human Resource Management (HRM) has not shied away from adjusting its HRM system to this brand-new reality. In this regard, a discussion on the relationship between CSR and HRM has developed over the past few years, Centred on three key study strands (Garavan & McGuire, 2010)

The Sustainable Development Goals (SDGs) are a set of 17 goals and 169 related targets that were established by the United Nations in 2015 (Mukhuty, et al., 2022). Together, the 17 goals address all facets of sustainability and are divided into one of five groups: people, planet, prosperity, peace, and collaboration. SR-HRM and its impact on a company's CSR and performance in terms of its employees, and economic, social, and environmental factors have a considerable impact on research on sustainable development. Due to the potential for exponential increases in

productivity, time savings, and cost reduction, Industry 4.0 development is a top business goal. However, the development of the Industry 4.0 has been sluggish. Notably, industry 4.0 continues to prioritize human actors (Srivastava, et al., 2022). Internationally, Responsible consumption and production in addition to responsible citizens and specifically employees' representation in political and economic leadership positions is recognized as a prerequisite for sustainable development. This is explicitly registered in the United Nations' Sustainable Development Goal 12 (SDG) (Heß, 2020).

Responsible employees based on Responsible Leadership (RL) theory is a multilevel response to deficiencies in existing leadership frameworks and theories. This theory is in response to high-profile scandals on an **individual, organisational and systematic level**; and to new and emerging **social, ethical, and environmental challenges** in an increasingly connected world (Shaaban, 2020)

Sustainable Development (SD) has become a catchphrase for international assistance agencies, a development planner's vocabulary, a conference and scholarly paper theme, and a slogan for development and environmental activists (Ukaga, et al., 2011). The concept appears to have gotten widespread attention that other development concepts haven't, and it appears to be on track to become the dominant development paradigm for quite some time (Scopelliti, et al., 2018) & (Shepherd, et al., 2016). When viewed as a strategy, SD is a method of development that makes use of resources in such a way that they (the resources) can continue to exist for others (Mohieldin, 2017).

The objectives of this study are: to highlight the impact of SR-HRM on sustainable development and to recommend the best Approach for SR-HRM fit with SD

In order to address the objective, we will first examine The sustainable development concept and second the SR-HRM concept, its practices and outcomes and how might facilitate employees' behaviour. Specifically, we will underline the contribution of SR-HRM to sustainability.

2- LITERATURE REVIEW

2-1 Sustainable development (SD)

The term "sustainable development" (SD) has gained popularity in both academic and business circles. The word "sustainability" has been used for many years in scholarly papers, faculty syllabi, boardrooms of local governments and businesses, and the offices of public relations professionals. Sadly, even while the idea of sustainability has gained popularity, in theory, big businesses, organisations, and local or national governments believe that putting it into practice would be too expensive. Three aspects of SD's historical foundation, primary components, and models are covered in this section.

According to (Pigou, 1920), the idea of SD is derived from the study of economics. The topic of whether Earth's finite natural resources can support an expanding human population became more prominent with the early 1800s introduction of the Malthusian population theory (Dixon & Fallon, 1989) (Coomer, 1979). In 1789, Malthus hypothesized that human population growth tended to follow a geometric progression while food production followed only an arithmetic progression.

Malthus also predicted that population growth would likely exceed the capacity of natural resources to meet the needs of the expanding population.

Natural resources will be depleted as a result of the rapid rise of the human population, which will cause human misery (Eblen & Eblen, 1994). The significance of this postulation was frequently ignored, though, due to the belief that technology might be created to stop such an incident. As a result of environmental degradation and pollution, concerns regarding the non-renewability of many natural resources have developed over time, endangering output and long-term economic growth (Paxton, 1993). This brought up the possibility of Malthus' postulation becoming true and made people wonder if the development path being proposed was sustainable (Kates, Clark, Corell, & Hall, 2001).

Meadows looked into the Limits to Growth in 1972 to determine whether the paradigm of global economic advancement was "sustainable." Meadows used data on population growth, industrial production, and pollution. Because the globe is physically limited, the exponential growth of these three crucial components will eventually hit its limit, according to (Basiago, 1996) & (Rostow & Rostow, 1978) & (Meadows, 1972). However, according to a number of academics, researchers, and development professionals (Dernbach, 2003) & (Paxton, 1993), the Stockholm United Nations Conference on the Human Environment is when the idea of sustainable development first received significant worldwide recognition. According to (Daly, 1992) and (Basiago, 1996), the international community accepted the idea—now essential to sustainable development—that environmental protection and economic growth have historically been mutually exclusive.

After these incidents, the Gro Harlem Brundtland-led World Commission on Environment and Development in Norway continued to advocate for SD, which culminated in the 1987 publication of the Brundtland Report, "Our Common Future." (Goodland & Daly, 1996). As was already said, sustainable development (SD) is defined as growth that satisfies the present's requirements without endangering future generations' ability to satisfy their own needs. The Brundtland Commission Report placed a strong emphasis on two key issues: the idea of needs, especially the basic needs of the world poor to which top priority should be given; and the concept of environmental constraints placed on the environment's capacity to meet present and future needs by the state of technology and social organisation (Kates, Clark, Corell, & Hall, 2001).

(Jain & Islam, 2015) asserts that the 1992 Rio Earth Summit, also known as the United Nations Conference on Environment and Development (UNCED), was inspired by the Brundtland Report. The recommendations from the study were the main topics of conversation at UNCED. The UNCED summit outcome statement articulated Agenda 21 as well as other key SD conclusions (Worster, 1993). It stated that "sustainable development should become a significant item on the international community's agenda" and recommended formulating and implementing national policies to address the issue's economic, social, and environmental aspects (Allen, Metternicht, & Wiedmann, 2018). In 2002, the World Summit on Sustainable Development (WSSD), commonly known as Rio+10, was held in Johannesburg to review the implementation of the recommendations from Rio+20.

In the development community, the term "sustainable development" has gained popularity and is used in a variety of ways. According to (Dernbach, 2003) & (Lele, 1991) (Stoddart, et al., 2011), the definition of SD, considered literally, is "development that can be sustained indefinitely or for a set period of time" (Stoddart, et al., 2011). The words "sustainable" and "development" are combined to form the phrase that best expresses the idea. Similar to how the two words

"sustainable" and "development," which together make up the concept of SD, have each been defined differently from various perspectives, the idea of SD has been looked at from several angles, leading to a variety of meanings. Despite the fact that there are many definitions of SD, (Cerin, 2006) and (Abubakar, 2017) Recognizing the widespread use of the WCED definition, propose that SD is a fundamental idea within global development policy and agenda. It offers a way for civilization to interact with nature without endangering its long-term sustainability. As a result, it is both a development paradigm and a philosophy that encourages raising living standards without putting the planet's ecosystems in danger or creating environmental issues like deforestation and water and air pollution, which can result in problems like climate change and species extinction (Benaïm & Raftis, 2008) & (Browning & Rigolon, 2019).

When regarded as a strategy, SD is a type of development that uses resources in a way that ensures their viability for future generations (Mohieldin, 2017) translates to mean that the idea is the organizing concept for accomplishing human development goals while maintaining natural systems' capacity to provide the natural resources and ecosystem services that the economy and society rely on. From this vantage point, SD seeks to accomplish social progress, environmental harmony, and economic prosperity (Zhai & Chang, 2019). (Ukaga, et al., 2011) In their study on SD's requirements, they stressed the significance of turning away from harmful socio-economic behaviour and indulging instead in activities that offer positive environmental, economic, and social benefits. With each day that goes by, the significance of SD increases due to the fact that although the human population is increasing, the natural resources that may satisfy human needs and wants are not. According to (Hák, et al., 2016), in light of this phenomenon, world phenomes have always advocated for the prudent use of available resources so that current generations' demands can always be satisfied without endangering the capacity of future generations to meet their own. So, SD represents an effort to reconcile social well-being, environmental integrity, and economic prosperity. This bolsters the argument that SD, which acknowledges both short- and long-term impacts, has intergenerational fairness built in.

Business sustainability is a comprehensive business management approach that maximizes long-term economic, social, and environmental value. Sustainability aims to leave systems capable of continued existence. There are three dimensions to a sustainable business model:

Environmental: The environmental framework in which the company conducts its operations. Ecological systems can be destroyed and nature degraded by business operations. Deforestation and the burning of fossil fuels are two examples. Businesses hinder future generations from experiencing the same environmental benefit by destroying environmental systems.

Social: This is about how a company affects societal structures. Society, local communities, workers, customers, and other stakeholders are examples of such systems. If economic practices have a negative impact on societal systems, reducing future generations' well-being.

Economic: A company needs to be financially solid in order to thrive. Economic sustainability entails providing for a company's financial requirements, funding company operations, and assisting with long-term social and environmental activities.

2.2 What is Socially Responsible HRM(SR-HRM)

For enterprises, the interaction between CSR and HRM might be crucial in order to, for example, make sense of the ethical assumptions about their position in society and enhance relationships

with their workforce (Voegtlin & Greenwood, 2016). and resolve any paradoxical tensions that may arise during CSR projects (i.e., competing stakeholder interests) (Podgorodnichenko, Edgar, & McAndrew, 2020). An area of research that combines CSR and HRM has developed and grown significantly over the past few years, adding to the growing academic discussion of "internal corporate social responsibility" or, as this paper will discuss, "socially responsible human resource management" (SRHRM) (Shen & Jiuhua Zhu, 2011). The lack of information in CSR literature about internal stakeholders, such as employees, is a crucial factor in the growing study interest in this field (Frynas & Yamahaki, 2016). The lack of information about internal stakeholders, such as employees, in CSR literature has been a significant factor in the growing study interest in this field (Frynas & Yamahaki, 2016). It makes sense to claim that businesses should take a socially conscious stance toward their workers since, in the end, these businesses will apply CSR methods to appropriately serve external stakeholders. In fact, socially conscious HRM methods, for instance, could assist businesses in raising the ethical awareness of their staff members and effectively encourage them to participate in CSR activities. (Liao, Cheng, & Chen, 2022). Given that SRHRM is grounded on ethical imperatives and is therefore very contextual, finding a single definition could be challenging (Lähteenmäki & Laiho, 2011). Therefore, we maintain that SRHRM initiatives go beyond simply trying to give workers comfortable working conditions based on rules and regulations (e.g., minimum wage). Instead, they work proactively to improve workers' work experiences and fulfil their social and personal needs in ways that are moral and ethical (Greige Frangieh & Khayr Yaacoub, 2019). In fact, the SRHRM debate elevates employee ethics above their mere utilitarian relevance to business objectives. It also aspires to demonstrate a sincere concern for meeting the personal and professional needs of organisational members, while really supporting the needs of the workforce and society (Heikkinen, Lämsä, & Niemistö, 2021). The HRM field must take the lead in advancing and putting such strategies into action in light of increased public pressure and expectations for corporations to change their focus from solely on profitability to ethical and sustainable management practices (Baek & Kim, 2021). To do this, HRM academics may be better able to study current issues and potential gaps in SRHRM, leading to a higher level of sustainable management of companies, if they have a comprehensive awareness of the most recent developments in the area.

2.2.1 Antecedents of SRHRM (previous studies in the SRHRM)

Concerning external factors, previous studies mentioned different items that could have an impact on the SRHRM practices, such as laws and regulations within the organisation (Shan, Fu, & Zheng, 2017) (Barrena-Martínez & López-Fernández, 2017) public demand and expectations (Zhao, Zhou, He, & Jiang, 2021), market pressures induced by, for example, competitors and/or customers (Heikkinen, Lämsä, & Niemistö, 2021) (García Mestanza, Cerezo Medina, & Cruz Morato, 2019) (Jia, Liao, Van der Heijden, & Guo, 2019), union pressures such as those coming from the International Labour Organization (ILO) (Tongo C., 2015), the national institutional context, and external crisis, such as what all organizations experienced due to the COVID-19 pandemic since its appearance in 2019 (Sorribes, Celma, & Martínez-García, 2021) (He, Mao, Morrison, & Coca-Stefaniak, 2021). The second group of antecedents pertains to the firm-level factors. Although all the reviewed papers assert that CSR firm policies impact SRHRM practices, some studies also explored other drivers within firms that might have been influential in this regard. Such factors include firms' strategic policies and priorities, available financial resources, HRM systems design (D'Cruz & Noronha, 2012), HRM power in the organization, ethics-oriented HRM philosophies (Richards & Sang, 2021), the multi-nationality of firms (Greige Frangieh &

Khayr Yaacoub, 2019), as well as organizational structure and culture (Espasandín-Bustelo, Ganaza-Vargas, & Diaz-Carrion, 2021). The third antecedent category is related to individual factors, including employees' needs and wants (Lin-Hi, Rothenhöfer, & Blumberg, 2019), the presence of an ethical leader and the HR professionals' perception of their ethical role, and the role of employees' representatives in organizations (Koinig & Weder, 2021).

2.2.2 The SRHRM implementations (The SRHRM Applications)

Social Responsibility in HRM practices was commonly taken from contemporary HRM functions such as recruitment and selection(R&S), training and development(T&D), Performance management system (PMS), appraisal and reward working environments...etc. considering more areas in HRM such as work-life balance, ethics and fairness, flexible working time (Mory, Wirtz, & Göttel, 2016), improving communication at work, safety and health (López-Fernández, Romero-Fernández, & Aust, 2018), recruitment and selection with transparency, equal opportunities, fair appraisal procedures (Revuelto-Taboada, Canet-Giner, & Balbastre-Benavent, 2021), equality in Training and Development for all employees, supporting employees education and participation in decision-making (Jamali, Samara, Zollo, & Ciappei, 2020), Nevertheless, some studies that focus on particular practices, which are less addressed by earlier formal frameworks, are noteworthy. Writer such as Lombardi et al suggested that longer employment contracts to increase job security for employees (Lombardi, Manfredi, & Cuzzo, 2020), while Shan et al. demand taking into account sexual minorities to create a varied workplace (Shan, Fu, & Zheng, 2017), another view raised by Obrad and Gherhes that more facilities for disabilities employees should be considered and provide (Obrad & Gherheş, 2018), more authors insisted on establishing non-discrimination policies at work, and some research suggests that fostering social dialogue between managers and employees is necessary (Lin-Hi, Rothenhöfer, & Blumberg, 2019) and (Luu T. , 2020)

2.2.3 Outcomes of SRHRM

At a larger scale, SRHRM methods, according to Bombiak and Marciniuk-Kluska (Bombiak & Marciniuk-Kluska, 2019) , offer a road for the sustainable growth of organisations, which ultimately leads to an improvement in societal well-being (Diaz-Carrion, López-Fernández, & Romero, 2019) and the creation of a sustainable, ethical, and responsible society (García Mestanza, Cerezo Medina, & Cruz , 2019). Evidence suggests that SRHRM practices could improve business performance on both a financial and non-financial level (Tongo, 2015) (Barrena-Martínez & López-Fernández., 2017) (Chanda & Goyal, 2020) (Luu, 2020), as well as firm results in terms of CSR that have already been achieved, intellectual capital (Barrena-Martinez, López-Fernández, & Romero-Fernández, 2019), firm reputation (Sobhani, Haque, & Rahman, 2021), and even firm innovation (Rubio-Andrés, Ramos-González, & Sastre-Castillo, 2021).

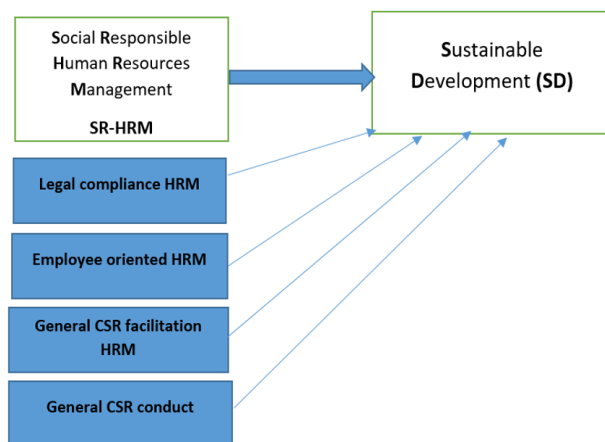
The most recent topic covered by prior studies was the individual results of SRHRM procedures. In this sense, a sizable number of research supported the idea that SRHRM can increase employee commitment (Mory, Wirtz, & Göttel, 2016) (Diaz-Carrion, López-Fernández, & Romero-Fernandez, 2019) (Lechuga Sancho, Martínez-Martínez, Larran Jorge, & Herrera Madueño, 2018). Employee civic behaviour is another personal trait that SRHRM, employee task performance, employee satisfaction, employee well-being, employee loyalty, the likelihood that employees will identify with their company (Chang, Hu, & Lin, 2021) Relationships between employees and employers (Ramos-González, Rubio-Andrés, & Sastre-Castillo, 2021) (Sánchez-Hernández,

Stankevičiūtė, Robina-Ramirez, & Díaz-Caro, 2020) employee faith in the company (Lee, 2021) Employee Entrepreneurial Behavior (Revuelto-Taboada, Canet-Giner, & Balbastre-Benavent, 2021) Employee Empathy, Employee Knowledge Sharing Behavior, Employee Innovation (Jia, Liao, Van der Heijden, & Guo, 2019)

Additionally, it has been demonstrated that SRHRM practices can aid workers in meaningfully making sense of their work (Luu T. , 2021) and can even assist workers to become more resilient in times of crisis, like as the COVID-19 pandemic (He, Mao, Morrison, & Coca-Stefaniak, 2021). Increased employee advocacy on social media platforms (Lee, 2021) and improved person-organization fit (Zhao, Zhou, He, & Jiang, 2021) are two more beneficial consequences. Employers might lessen their employees' desire to leave their companies by using SRHRM policies (Sobhani, Haque, & Rahman, 2021) (Nie, Lämsä, & Pučėtaitė, 2018).

3- RESEARCH MODULE

Figure 1 shows a framework presented by the researcher:



In this study, the independent variable is Social Responsible Human Resources Management (SR-HRM) and its components and the Dependent variable is sustainable development(SD)

4- METHODOLOGY

Population and sample: To determine the significance of the research variables to the target demographic, in-depth focus group discussions with a sample of business staff have been undertaken as a preliminary stage. Then a questionnaire was distributed to 150 employees of 18 Egyptian companies. Two important topics were highlighted in the introduction. First, it's important to describe and make clear the study's goals and key ideas. Second, to highlight the significance of the study goals from the standpoint of new corporate strategy and allocation for future leaders. These characteristics indicate a reasonable mix of demographic groups represented in the collected data.

Instrument and measurement: The questionnaires included four sections. were used to assess the variable which first was demographic data, second, the SR-HRM is treated as the independent variable in the current research. In order to measure the perception of managers, owners and employees regarding SR-HRM, the author use multidimensional scales, namely, legal compliance HRM, employee-oriented HRM, general CSR facilitation HRM and general CSR conduct. The

scale of legal compliance HRM consist of six items and was adopted by (Shen and Zhu, 2011), employee-oriented HRM consist of four items adopted by (Shen and Zhu, 2011), general CSR facilitation HRM consists of three items adopted (Shen and Zhu, 2011), and general CSR conduct consist of three items and was adopted from (Kundu and Gahlawat, 2015). The third is the Dependent Variable SD was measured using 20 items scale developed by (Michele & Frate, 2016), to assess SR-HRM

All responses ranged from (1) Not at all; (2) Once in a while; (3) sometimes; (4) Fairly often; (5) Frequently if not always on a 5-point Likert Scale. The survey was translated into Arabic version in addition to English, so the question was in English and Arabic.

5- RESULTS

Reliability and Validity

The internal consistency of the subscales was tested using Cronbach's alpha coefficient, and it was determined that the value was reasonably dependable (above 0.6). Table 1 displays the results regarding the scales' dependability. The degree of consistency between various measurements of a variable is considered reliability, according to (Hair, Black, Babin, & Anderson, 2006, p. 137) It may be observed that the same variables have better consistency than less reliable measures when they are measured frequently (Hair, Black, Babin, & Anderson, 2006).

Table (2) Study Variables Reliability

Scale	SR-HRM	Legal compliance HRM	Employee oriented HRM	General CSR facilitation HRM	General CSR conduct	Sustainable Development (SD)
Alpha	.878	.600	.784	.676	.645	.733

Statistical Analysis

The statistical findings demonstrate that correlation analysis was used to determine the association between Sustainable Development (SD), SR-HRM, and its component factors. The association between SR-HRM and its component is positive and significant for the entire sample of the study, as can be shown in Table 3, which supports. The association between SD and SR-HRM is positive and significant, supporting the relationship between SD and SR-HRM component, while between SD and SR-HRM component is positive and significant.

Table (3) Correlation between all variables of the study

Correlations								
	Mean	Std. Deviation	SR-HRM (1)	Legal compliance HRM (2)	Employee oriented HRM (3)	General CSR facilitation HRM (4)	General CSR conduct (5)	Sustainable Development (SD) (6)
(1)	79.2125	2.82706	1					
(2)	36.8125	6.42206	.982**	1				
(3)	14.3625	4.11617	.966**	.922**	1			
(4)	14.9375	3.54838	.964**	.956**	.922**	1		
(5)	7.5125	2.22752	.972**	.934**	.956**	.722**	1	
(6)	14.9375	3.54838	.772**	.672**	.634**	.556**	.734**	1
** . Correlation is significant at the 0.01 level (2-tailed).								
* . Correlation is significant at the 0.05 level (2-tailed).								

6- DISCUSSION AND CONCLUSION

Despite the a few existing of available literature on the relationship between SR-HRM and HRM, which provide a theoretical support to the present study, still this area is empirically and conceptually under developed Voegtlin and Greenwood in early 2016, particularly in the context of Egyptian industry, to explore how sustainable development and SR-HRM attitude and prospective in the employee in Egyptian organisations, and how these organisations behave, manage and motivate their employees towered SD by applying the SR-HRM as one of the tools used to promote the SD. Further, these both concepts SR-HRM and SD are very crucial for firms' strategies and planes.

The scenario that has been outlined gives rise to a new paradigm for managing human resources sustainably (SHRM). In light of this, managers of organisations, particularly those in charge of human resources, must stress that organisational effectiveness is not solely determined by a company's financial performance; it also needs to take into account aspects related to sustainable growth (Tooranloo, Azadi, & Sayyahpoor, 2017); (Kramar, 2014).

Two strands can be used to understand SR-HRM. The first strand emphasizes how human resource management supports company sustainability by implementing procedures that can persuade people and groups to adopt attitudes and actions that are consistent with the sustainable approach (Taylor, Osland, & Egri, 2012). The second line of reasoning contends that by incorporating sustainability concepts into human resource management procedures, professionals can enjoy long-term physical, social, and financial well-being (Stefano, Bagdadli, & Camuffo, 2018); (Taylor, Osland, & Egri, 2012).

The study result shows that there is a significant positive relation between SR-HRM and its components Legal compliance HRM, Employee oriented HRM, General CSR Facilitation HRM and General CSR conduct and SD,

Future research may overcome some of the study's limitations. Since this research was cross-sectional, it was not possible to analyses changes in employee views of RS-HRM practices and SD. The development of longitudinal research may be used for this in the future. Additionally, taking into account that the research to create a model, future studies may cross-validate with an independent sample (Hair, Black, Babin, & Anderson, 2016)

The purpose of this study was to investigate the impact of socially responsible HRM on organizational sustainable development. Using SPSS analysis on data collected from a sample of 150 employees in different companies in Egypt.

This study helped to uncover characteristics and factors associated with SR-HRM practices and their relationship to SD. However, given that assessments in SR-HRM studies are subject to a constantly changing process, fresh research can assess the variables employed in this study in various circumstances (Prins, Stuer, & Gielens, 2020). It is possible to do research on businesses that are not listed in rankings for sustainable development to compare outcomes. Future research that examines these activities from the perspective of entrepreneurs and managers is advised (Järlström, M. & Vanhala, 2018) despite the fact that earlier studies have noted that SR-HRM practices can be analyzed from the views of employees (Nishii, David P., & Benjamin, 2008).

To sum up, the study introduced several contributions to the literature on SR-HRM. Firstly, the research provides an empirical and comprehensive evaluation of the variable components of SR-HRM practices and their relation to SD. Secondly, this is the first study that empirically evaluates the SR-HRM and its component, furthermore introduce the impacts of SR-HRM practices SD. Finally, this study supports the research agenda of the SR-HRM field regarding the results for individuals and organizations and sustainable development.

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