

Strategic Human Resource Management and Organisational Sustainability: A Theoretical Perspective

SUBHASHREE NAYAK¹, JITENDRA YADAV², AMIT RAJ³

¹MBA Student, Vivekananda Global University, Jaipur, 23MGT3MB104@vgu.ac.in

²MBA Student, Vivekananda Global University, Jaipur, 23MGT3MB107@vgu.ac.in

³MBA Student, Vivekananda Global University, Jaipur, 23MGT3MB111@vgu.ac.in

Abstract

Strategic Human Resource Management (SHRM) has increasingly become an important organisational mechanism for achieving long-term sustainability. As organisations face environmental uncertainty, technological transformation, changing workforce expectations, resource constraints, and increasing demands for social and environmental responsibility, traditional approaches to human resource management may be insufficient to support sustainable organisational development. Strategic HRM provides an opportunity to align human resource policies and practices with broader organisational objectives while simultaneously developing employee capabilities, organisational resilience, responsible leadership, and sustainable performance. This conceptual paper examines the theoretical relationship between strategic human resource management and organisational sustainability by synthesising existing scholarly perspectives. The discussion focuses on the role of strategic HR practices in developing human capital, employee engagement, organisational capabilities, innovation, knowledge management, digital transformation, responsible leadership, and long-term organisational resilience. The paper also examines the contribution of HRM to the social, economic, and environmental dimensions of sustainability. The literature suggests that sustainable organisations require HR systems that move beyond short-term productivity and incorporate employee well-being, learning, inclusion, responsible management, adaptability, and long-term value creation. Strategic alignment between HR practices and sustainability objectives can strengthen organisational capabilities and support sustainable competitive advantage. The paper concludes that SHRM should be viewed as a strategic mechanism through which organisations integrate people, organisational objectives, and sustainability principles. A sustainability-oriented HR approach can contribute to organisational resilience while simultaneously supporting employees and broader stakeholder interests.

Keywords: Strategic Human Resource Management, Organisational Sustainability, Sustainable HRM, Human Capital

Introduction

Organisations operate in an increasingly complex environment characterised by technological transformation, environmental uncertainty, changing stakeholder expectations, global competition, demographic changes, and growing attention to social and environmental responsibility. In such an environment, organisational sustainability has emerged as an important strategic concern. Sustainability is no longer limited to environmental protection; it increasingly encompasses the ability of organisations to create long-term economic value while managing social responsibilities, employee well-being, organisational resilience, and environmental impacts.

Human resources play a central role in this process because employees are responsible for implementing organisational strategies, developing innovations, managing organisational knowledge, interacting with stakeholders, and adapting to changing environments. Consequently, the ability of an organisation to achieve sustainability is closely connected with how effectively it manages and develops its human capital. Strategic Human Resource Management provides a framework for connecting HR policies and practices with broader organisational objectives. Rather than viewing HR as an administrative support function, SHRM positions human resources as a strategic resource that can contribute to organisational performance and long-term development. Alabdali et al. (2024)

and Arreola et al. (2024) contribute to contemporary discussions concerning organisational practices, human resources, and strategic development, highlighting the importance of aligning organisational capabilities with changing environmental requirements.

The increasing importance of sustainability has also changed expectations concerning HRM. Traditional HR practices often focus on recruitment, compensation, performance management, and employee development primarily from an organisational efficiency perspective. A sustainability-oriented approach requires HR practices to consider longer-term employee, organisational, social, and environmental consequences. Banerjee and Sharma (2024) and Bieńkowska et al. (2023) provide perspectives relevant to contemporary HRM and organisational transformation. Their relevance reinforces the importance of examining HR practices not only in relation to immediate organisational outcomes but also in terms of long-term organisational capabilities. Organisational sustainability requires organisations to develop employees who can adapt to change, acquire new knowledge, innovate, collaborate, and contribute to responsible organisational practices. Strategic HRM can support these requirements through recruitment, training and development, performance management, employee engagement, leadership development, knowledge management, and appropriate reward systems.

The relationship between SHRM and sustainability is particularly important because organisational sustainability cannot be achieved exclusively through technological or financial resources. Organisations also require human capabilities that allow them to implement sustainable strategies effectively. Chu et al. (2024), Divya et al. (2024), and Febiri et al. (2024) provide perspectives relevant to organisational transformation, capabilities, and sustainable development. At the same time, the relationship between HRM and sustainability is multidimensional. Sustainable organisations need to balance economic performance with employee well-being, social responsibility, environmental awareness, and organisational resilience. HR policies can influence employee behaviour and organisational culture in ways that support or constrain these objectives. The present paper therefore provides a theoretical perspective on the relationship between Strategic Human Resource Management and organisational sustainability. It synthesises the selected literature to examine how strategic HR practices can contribute to sustainable organisational development, human capital development, organisational resilience, innovation, employee well-being, responsible management, and long-term value creation. The discussion also considers the challenges associated with integrating sustainability into HRM and identifies directions for future theoretical and empirical research.

Table 1. Government sustainability-linked workforce training.

Programme	Candidates enrolled	Candidates trained
PM Surya Ghar – Solar	4,907	3,962
National Green Hydrogen Mission	3,509	1,507

Source: Ministry of Skill Development and Entrepreneurship, Annual Report 2024–25; PMKVY 4.0.

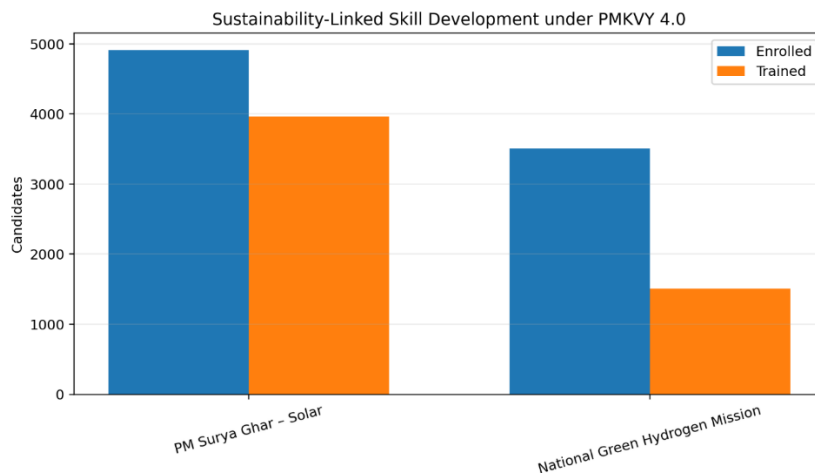


Figure 1. Government sustainability-linked workforce training.

Government skilling data show training linked to renewable energy and green hydrogen. Solar training recorded 4,907 enrolments and 3,962 trained candidates, while green-hydrogen training recorded 3,509 enrolments and 1,507 trained candidates. These figures support the HR-development and sustainability themes.

Literature Review

Strategic Human Resource Management and organisational sustainability represent increasingly interconnected areas of organisational research. SHRM focuses on aligning human resource practices with organisational strategy, whereas sustainability emphasises the long-term capacity of organisations to create value while managing economic, social, and environmental responsibilities. The following sections synthesise the literature around major themes connecting these two areas.

Understanding Strategic Human Resource Management

Strategic Human Resource Management represents an approach in which HR policies and practices are deliberately aligned with organisational strategy. Rather than viewing employees primarily as operational resources, SHRM recognises human capital as an important source of organisational capabilities and long-term value. Alabdali et al. (2024) and Arreola et al. (2024) contribute to the contemporary understanding of strategic

organisational practices and human resource-related outcomes. Their perspectives support the importance of integrating people-related practices with broader organisational objectives. Strategic HRM encompasses activities such as recruitment, selection, training and development, performance management, compensation, employee engagement, talent management, succession planning, and leadership development. When these practices are strategically aligned, they can collectively contribute to organisational capabilities. The strategic orientation of HRM is particularly relevant to sustainability because sustainable development requires long-term investments in employees and organisational capabilities.

Understanding Organisational Sustainability

Organisational sustainability refers broadly to an organisation's ability to maintain long-term viability while balancing economic performance with social and environmental responsibilities. Sustainable organisations need to remain financially viable while also responding to employee, stakeholder, community, and environmental expectations. Banerjee and Sharma (2024) and Chu et al. (2024) contribute to discussions concerning organisational sustainability and strategic organisational development. Their relevance supports the view that sustainability should be integrated into organisational strategy rather than treated as an isolated organisational initiative. Sustainability requires organisations to think beyond short-term performance. Decisions concerning employees,

resources, technologies, organisational capabilities, and stakeholder relationships can have consequences that extend over long periods. Strategic HRM can therefore contribute to sustainability by helping organisations develop the human capabilities necessary for long-term adaptation and responsible performance.

The effectiveness of HRM in supporting sustainability depends partly on strategic alignment. HR practices should reflect organisational sustainability priorities and contribute to their implementation. Bieńkowska et al. (2023) and Divya et al. (2024) provide perspectives relevant to organisational transformation and HR-related strategic practices. These perspectives support the importance of connecting HR activities with broader organisational objectives. For example, if an organisation seeks to strengthen environmental sustainability, HR may need to incorporate sustainability considerations into recruitment, training, performance evaluation, leadership development, and employee engagement. Similarly, if organisational sustainability emphasises employee well-being, HR policies should support work-life balance, development opportunities, psychological well-being, fairness, and inclusive employment practices.

Strategic alignment therefore allows HRM to become an active contributor to sustainability rather than simply responding to sustainability initiatives developed elsewhere within the organisation. Human capital represents an important foundation for organisational sustainability. Employees possess knowledge, skills, experience, creativity, and organisational understanding that can contribute to long-term organisational performance. Febiri et al. (2024) and Gheidar and ShamiZanjani (2020) provide perspectives relevant to human capital, organisational capabilities, and strategic management. Their relevance reinforces the importance of developing human resources as a long-term organisational investment. Organisations seeking sustainability need employees who can respond to uncertainty and changing requirements. Continuous investment in human capital can strengthen organisational adaptability and reduce dependence on short-term external solutions.

Training, career development, knowledge sharing, and leadership development can therefore contribute to the development of sustainable organisational capabilities. Employee development is a central component of strategic HRM and an important mechanism for organisational sustainability. Technological and environmental changes continuously alter the skills required by organisations. He et al. (2024) and Huang et al. (2024) contribute to understanding contemporary organisational and employee development issues. Their relevance highlights the importance of developing employee capabilities in changing organisational environments.

Sustainable HRM requires organisations to provide employees with opportunities to develop new skills and adapt to changing work requirements. Learning and development can therefore benefit both employees and organisations by improving employability, adaptability, and organisational capability. An organisation that continuously develops its employees is better positioned to respond to technological transformation and changing market conditions. Employee engagement is another important link between SHRM and sustainability. Engaged employees are more likely to contribute effort, participate in organisational initiatives, share knowledge, and support organisational objectives.

Kowalski et al. (2024) and Kusuma et al. (2024) provide perspectives relevant to employee and organisational outcomes. Their relevance supports the importance of employee-related practices in achieving sustainable organisational performance. Sustainability requires long-term employee commitment rather than short-term compliance. HR practices that promote meaningful work, participation, recognition, development, and supportive leadership can contribute to stronger employee engagement. Employee engagement can therefore become an important mechanism through which strategic HR practices support organisational sustainability.

Employee Well-being and Sustainable HRM

Organisational sustainability cannot be separated from employee well-being. Organisations that

continuously demand high performance without adequately considering employee well-being may experience burnout, turnover, disengagement, and declining organisational capability. Lee et al. (2024) and Miah et al. (2024) provide perspectives relevant to employee well-being, organisational practices, and sustainable workplace development. Sustainable HRM requires organisations to consider employees as stakeholders whose long-term well-being matters. HR practices should therefore address workload, work-life balance, career development, inclusion, psychological support, and healthy working conditions. Employee well-being can also contribute to organisational resilience because healthy and supported employees are better positioned to adapt to organisational change.

Organisational resilience refers to the capacity of organisations to respond to disruption, recover from challenges, and adapt to changing circumstances. Núñez-Sánchez et al. (2024) and Pea-Assounga and Bindel Sibassaha (2024) contribute to the understanding of organisational capabilities, adaptation, and sustainability. Their perspectives support the importance of developing organisational capabilities that allow organisations to respond effectively to uncertainty. Strategic HRM can contribute to resilience by developing adaptable employees, strengthening knowledge-sharing systems, supporting leadership development, and maintaining employee commitment during periods of change. Resilient organisations therefore require HR systems that can adapt alongside organisational strategies and external conditions.

Organisational knowledge represents another important mechanism linking SHRM with sustainability. Knowledge accumulated by employees can support innovation, problem-solving, organisational learning, and strategic adaptation. Ramakrishnan et al. (2024) and Rialti and Filieri (2024) provide perspectives relevant to knowledge, organisational capabilities, and sustainable organisational development. HR practices influence how knowledge is developed, shared, retained, and transferred. Recruitment can introduce new knowledge, training can develop existing capabilities, and knowledge-sharing practices can facilitate organisational learning.

Knowledge management is therefore not simply a technological process. It depends substantially on employees and organisational culture, making HRM an important contributor to sustainable knowledge development. Innovation is essential for organisational sustainability because organisations need to continuously develop new products, processes, services, and approaches in response to environmental change.

Salvadorinho et al. (2024) and Schiuma et al. (2024) provide perspectives relevant to organisational innovation, capabilities, and transformation. Their relevance supports the role of human and organisational capabilities in sustaining innovation. Strategic HRM can encourage innovation through recruitment, employee development, empowerment, recognition, collaborative work environments, and performance systems that support creativity and experimentation. Innovation-oriented HR systems can therefore strengthen organisational adaptability and contribute to long-term competitiveness.

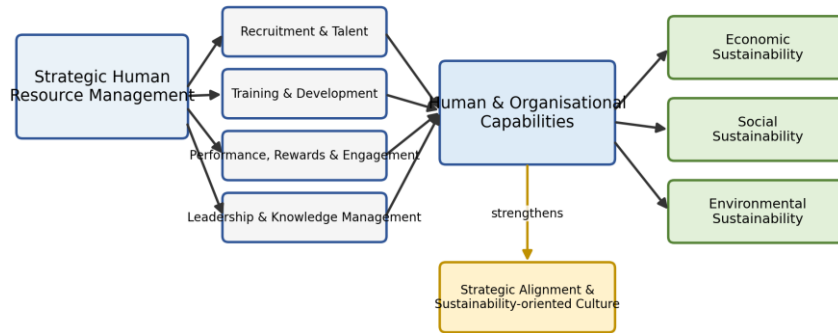
Digital transformation is increasingly influencing both HRM and organisational sustainability. Organisations are adopting digital technologies to improve processes, support decision-making, and develop new organisational capabilities. Shah et al. (2024) and Vigoda-Gadot and Mizrahi (2024) provide perspectives relevant to organisational transformation, management, and contemporary organisational practices. Digital transformation changes the skills required from employees and HR professionals. Consequently, SHRM must support digital learning, reskilling, workforce planning, and organisational adaptation.

A sustainability-oriented HR strategy should therefore consider both current and future capability requirements. Leadership plays an important role in connecting HR practices with sustainability. Leaders influence organisational values, employee behaviour, strategic priorities, and organisational culture. Westergren et al. (2024) and Wijayati et al. (2021) provide perspectives relevant to leadership, organisational management, and sustainable organisational practices. Sustainability-oriented leadership can communicate the importance of long-term organisational value, employee responsibility, ethical behaviour, and stakeholder interests. HRM

contributes to this process through leadership development, succession planning, performance

management, and the identification of future organisational leaders.

Conceptual Model: Strategic HRM and Organisational Sustainability



Sustainability is multidimensional: long-term economic viability, employee/stakeholder well-being and inclusion, and responsible environmental performance.

Figure 1. Conceptual Model

Source: Author's own conceptualisation based on the respective paper.

Organisational Culture and Sustainable HRM

Organisational culture influences how employees interpret organisational priorities and behavioural expectations. A sustainability-oriented culture can encourage employees to incorporate long-term economic, social, and environmental considerations into everyday decisions. Zhang et al. (2024) and Zhou et al. (2024) contribute perspectives relevant to organisational transformation, culture, and sustainability-related organisational development. HR practices can reinforce sustainability-oriented cultural values by incorporating sustainability into recruitment, training, performance management, leadership development, and employee communication. Culture therefore represents an important mechanism through which strategic HRM can translate sustainability objectives into everyday organisational behaviour.

One important dimension of sustainable HRM concerns environmental sustainability. Organisations increasingly require employees to contribute to resource efficiency, environmental responsibility, and sustainable operational practices. Schiuma et al. (2024) and Salvadorinho et al. (2024) provide perspectives relevant to organisational transformation, innovation, and sustainability. Their

relevance supports the importance of integrating sustainability considerations into organisational capabilities. HRM can contribute by incorporating environmental awareness into employee development, recruitment, performance management, and organisational culture. Employees can become important participants in environmental sustainability when organisations provide appropriate knowledge, incentives, participation opportunities, and leadership support.

Organisational sustainability also includes social responsibility. Fair treatment, inclusion, employee development, well-being, participation, and responsible employment practices are important components of socially sustainable organisations. Wijayati et al. (2021), Vigoda-Gadot and Mizrahi (2024), and Lee et al. (2024) provide perspectives relevant to organisational and employee dimensions of sustainable management. Strategic HRM can contribute to social sustainability through fair recruitment, inclusive employment practices, employee development, responsible performance management, and supportive workplace policies. A socially sustainable HR system recognises that organisational performance should not be achieved at the expense of employee well-being or dignity.

Strategic HRM contributes to sustainability by supporting long-term organisational performance rather than focusing exclusively on short-term results. Kusuma et al. (2024), Miah et al. (2024), and Núñez-Sánchez et al. (2024) provide perspectives relevant to organisational performance, capabilities, and sustainable development. Long-term performance requires organisations to maintain employee capabilities, organisational knowledge, innovation capacity, and adaptability. HR practices therefore need to support the continuity and development of organisational capabilities. The strategic value of HRM lies partly in its ability to develop resources that competitors may find difficult to replicate, particularly organisational knowledge, culture, leadership capabilities, and employee commitment.

Talent management is another important component of SHRM. Organisations require appropriate systems for identifying, developing, retaining, and deploying employees with strategically important capabilities. Gheidar and ShamiZanjani (2020) and Ramakrishnan et al. (2024) provide perspectives relevant to strategic capabilities, knowledge, and organisational development. Sustainable talent management requires organisations to think beyond immediate staffing requirements. Organisations need to develop talent pipelines, succession systems, career opportunities, and continuous learning mechanisms. Effective talent management can therefore contribute to organisational continuity and resilience.

Stakeholder Orientation and Sustainable HRM

Organisational sustainability involves multiple stakeholders, including employees, customers,

investors, communities, and broader society. HRM plays a particularly important role because employees are both organisational stakeholders and key actors responsible for implementing organisational strategies. Arreola et al. (2024), Banerjee and Sharma (2024), and Zhou et al. (2024) provide perspectives relevant to strategic organisational development and stakeholder-oriented sustainability. A stakeholder-oriented HR approach considers how HR decisions influence employees and other organisational stakeholders. This broadens the purpose of HRM beyond short-term organisational efficiency.

Despite the potential benefits, integrating sustainability into HRM may create several challenges. Organisations may experience tension between short-term performance pressures and long-term sustainability objectives. Another challenge involves measurement. Sustainability-related HR outcomes can be difficult to measure because they include intangible dimensions such as employee well-being, organisational culture, knowledge, resilience, and long-term capability. There may also be inconsistencies between organisational sustainability statements and actual HR practices. Organisations may promote sustainability externally while continuing HR practices that create excessive workloads, limited development opportunities, or weak employee participation. Strategic HRM therefore needs to ensure that sustainability is embedded in actual organisational practices rather than treated solely as a communication or reputation initiative.

Table 1: Literature Review on Strategic Human Resource Management and Organisational Sustainability

Author(s)	Year	Major Focus	Relevance to Present Study
Alabdali et al.	2024	Strategic organisational and HR practices	Supports strategic HR alignment
Arreola et al.	2024	Organisational strategy and development	Relevant to strategic sustainability
Banerjee & Sharma	2024	Organisational sustainability and management	Supports sustainability perspective
Bieñkowska et al.	2023	HRM and organisational transformation	Relevant to strategic HR practices

Chu et al.	2024	Organisational sustainability and transformation	Supports sustainable organisational development
Divya et al.	2024	HR and organisational practices	Relevant to strategic HRM
Febiri et al.	2024	Human capital and organisational capabilities	Supports human capital perspective
Gheidar & ShamiZanjani	2020	Strategic HR and organisational capabilities	Supports strategic HR perspective
He et al.	2024	Employee and organisational development	Relevant to employee capability development
Huang et al.	2024	HR and organisational development	Supports sustainable employee practices
Kowalski et al.	2024	Employee and organisational outcomes	Relevant to sustainable HRM
Kusuma et al.	2024	Organisational and employee outcomes	Supports sustainable performance
Lee et al.	2024	Employee well-being and organisational practices	Relevant to social sustainability
Miah et al.	2024	Organisational performance and sustainability	Supports sustainable performance perspective
Núñez-Sánchez et al.	2024	Organisational capabilities and sustainability	Supports resilience and sustainability
Pea-Assounga & Bindel Sibassaha	2024	Organisational learning and capabilities	Relevant to sustainable human capital
Ramakrishnan et al.	2024	Knowledge and organisational capabilities	Supports knowledge-management perspective
Rialti & Filieri	2024	Knowledge and organisational development	Relevant to organisational sustainability
Salvadorinho et al.	2024	Innovation and sustainability	Supports innovation perspective
Schiuma et al.	2024	Organisational capabilities and sustainability	Relevant to strategic sustainability
Shah et al.	2024	Digital transformation and organisations	Supports digital HR transformation
Vigoda-Gadot & Mizrahi	2024	Organisational management and sustainability	Supports social and organisational sustainability
Westergren et al.	2024	Leadership and organisational practices	Supports leadership perspective
Wijayati et al.	2021	HR and organisational sustainability	Relevant to sustainable HRM
Zhang et al.	2024	Organisational transformation	Supports culture and sustainability
Zhou et al.	2024	Organisational sustainability and development	Supports long-term sustainability

Methodology

The present study adopts a conceptual and descriptive research design to examine the theoretical relationship between Strategic Human Resource Management and organisational sustainability. The study is based on secondary scholarly literature and uses the selected studies provided for the review as the foundation for theoretical synthesis. The literature was examined to understand how strategic HR practices contribute to

long-term organisational development and how human capital, employee development, engagement, well-being, organisational learning, innovation, leadership, knowledge management, digital transformation, and organisational resilience relate to sustainability. A thematic synthesis approach was used to identify recurring perspectives across the selected literature. The analysis focused on major themes including strategic HR alignment, human capital development, employee well-being, organisational resilience, innovation, knowledge

management, leadership, sustainability-oriented culture, digital transformation, social responsibility, and long-term organisational performance. The literature was interpreted comparatively to identify how HR practices can contribute to economic, social, and environmental dimensions of organisational sustainability. Rather than empirically testing relationships between variables, the study integrates existing theoretical perspectives to provide a comprehensive understanding of the strategic role of HRM in sustainable organisational development. This conceptual approach is appropriate because organisational sustainability is multidimensional and involves interconnected human, organisational, social, economic, and environmental considerations. The methodology therefore provides a basis for integrating fragmented perspectives and identifying important areas for future empirical investigation.

Discussion

The literature reviewed in this study indicates that Strategic Human Resource Management can make an important contribution to organisational sustainability. The relationship is based on the recognition that sustainable organisations require human capabilities that support adaptation, innovation, responsible behaviour, and long-term organisational development. The first major contribution of SHRM to sustainability is human capital development. Employees' knowledge, skills, experience, and capabilities represent important organisational resources. Strategic investments in training, learning, career development, and leadership can strengthen organisational capacity over the long term.

The second contribution is employee well-being. Sustainable organisational performance cannot be achieved indefinitely through practices that neglect employee needs. HRM can support sustainability by promoting healthy working conditions, development opportunities, fairness, inclusion, and work-life balance. The third contribution is organisational resilience. Organisations operating in uncertain environments need employees who can adapt to change. HR practices that promote continuous learning, knowledge sharing, flexible skills, and

employee engagement can strengthen organisational resilience.

The fourth contribution is innovation. Sustainable organisations need to continuously improve their products, services, and processes. Strategic HRM can support innovation by encouraging creativity, employee participation, collaboration, and knowledge exchange. The fifth contribution concerns knowledge management. Organisations depend on knowledge to make decisions, solve problems, and adapt to changing environments. HRM influences knowledge acquisition, development, sharing, and retention. Leadership is another important component. Sustainability requires leaders who can communicate long-term organisational priorities and encourage employees to contribute to sustainable objectives. HRM supports this through leadership development and succession planning.

The literature also indicates that sustainability has multiple dimensions. Economic sustainability concerns long-term organisational viability and performance. Social sustainability concerns employees, stakeholders, fairness, inclusion, and well-being. Environmental sustainability concerns responsible resource use and environmental impact.

Strategic HRM can contribute to all three dimensions. HR practices influence employee behaviours and capabilities, and these behaviours can influence organisational performance and sustainability outcomes. However, the implementation of sustainable HRM requires strategic consistency. Sustainability cannot be achieved simply by adding isolated sustainability-related activities to existing HR systems. Recruitment, training, performance management, reward systems, leadership development, and employee engagement should collectively reinforce sustainability priorities. The analysis therefore suggests that the strategic role of HRM extends beyond supporting organisational performance. HRM can become an important mechanism for developing the human and organisational capabilities required for sustainable value creation.

Theoretical Implications

The present conceptual synthesis contributes to the theoretical understanding of the relationship between SHRM and organisational sustainability by positioning human resources as an important foundation of long-term organisational capability. First, the discussion reinforces the strategic perspective of HRM by demonstrating that HR practices can contribute to broader organisational objectives beyond traditional personnel administration. Second, the analysis expands the understanding of organisational sustainability by incorporating human and social dimensions alongside economic and environmental considerations. Sustainable organisations require not only financial and environmental strategies but also sustainable employment practices.

Third, the study highlights human capital as a long-term organisational resource. Employee knowledge, skills, commitment, and adaptability can strengthen organisational resilience and competitive capability. Fourth, the discussion emphasises the interconnectedness of HR practices. Recruitment, development, engagement, performance management, leadership, and knowledge management can collectively contribute to sustainability when strategically aligned. Finally, the study highlights the importance of organisational adaptability. Sustainability requires organisations to continuously respond to changing environments, and strategic HRM can support this adaptability by developing employee and organisational capabilities.

Practical Implications

The findings have several implications for HR professionals and organisational leaders. Organisations should first ensure that HR strategies are aligned with broader sustainability priorities. Sustainability should be reflected in recruitment, employee development, performance management, leadership development, and reward systems. HR departments should also strengthen investment in employee learning and development. Continuous learning can help employees acquire the capabilities required to respond to technological, environmental, and organisational changes. Employee well-being

should become an integral component of sustainable HRM. Organisations should consider workload, work-life balance, employee development, inclusion, and supportive working conditions when designing HR policies.

Organisations should also encourage employee participation in sustainability initiatives. Employees can contribute practical knowledge concerning resource use, processes, workplace practices, and organisational improvements. Leadership development is another important area. Managers should be prepared to communicate sustainability priorities and translate organisational sustainability objectives into everyday employee behaviour. Knowledge-sharing mechanisms should also be strengthened. Organisations can support sustainability by developing systems that allow employees to share knowledge, experiences, and innovative practices. Finally, organisations should evaluate HR outcomes using both short-term and long-term perspectives. Employee capability, well-being, organisational resilience, and learning should be considered alongside traditional performance indicators.

Conclusion

Strategic Human Resource Management has an increasingly important role in supporting organisational sustainability. As organisations face technological transformation, environmental pressures, changing workforce expectations, and increasing stakeholder demands, sustainable organisational development requires more than financial and technological resources. It requires employees with appropriate knowledge, skills, commitment, adaptability, and innovative capabilities. The literature reviewed in this study indicates that SHRM can contribute to sustainability through human capital development, employee engagement, well-being, organisational resilience, innovation, knowledge management, leadership development, talent management, and strategic alignment. These contributions demonstrate that HRM can move beyond its traditional administrative role and become an important strategic mechanism for long-term organisational development.

Employee well-being represents a particularly important dimension of sustainability. Organisations cannot achieve sustainable performance if employees are continuously exposed to excessive workloads, limited development opportunities, weak participation, or unsupportive working environments. Sustainable HRM therefore requires a balance between organisational performance and employee needs. The study also highlights the importance of organisational resilience. Organisations operating in uncertain environments need employees who can learn, adapt, innovate, and respond effectively to change. Strategic HR practices can contribute to these capabilities by supporting continuous learning, knowledge sharing, leadership development, and employee participation.

Sustainability should also be viewed as multidimensional. Economic sustainability concerns long-term organisational viability, social sustainability concerns employees and stakeholders, and environmental sustainability concerns responsible use of resources and environmental impacts. Strategic HRM can contribute to all three dimensions by shaping employee capabilities and behaviours. The theoretical perspective developed in this paper therefore suggests that SHRM should be positioned as an important organisational mechanism for sustainable value creation. Sustainability should not be treated as a separate organisational initiative disconnected from HR practices. Instead, sustainability principles should be incorporated into the design and implementation of core HR activities.

In conclusion, organisations seeking long-term sustainability need to recognise that their employees represent one of their most important strategic resources. Strategic investment in human capital, employee well-being, organisational learning, innovation, leadership, and resilience can strengthen the organisation's ability to respond to changing conditions. By aligning HRM with sustainability objectives, organisations can simultaneously strengthen organisational capabilities and contribute to more responsible and sustainable employment practices.

References

1. Alabdali, M. A., Yaqub, M. Z., Agarwal, R., Alofaysan, H., & Mohapatra, A. K. (2024). Unveiling green digital transformational leadership: Nexus between green digital culture, green digital mindset, and green digital transformation. *Journal of Cleaner Production*, 450, 141670. <https://doi.org/https://doi.org/10.1016/j.jclepro.2024.141670>
2. Arreola, F., Platania, F., Toscano Hernandez, C., & Unruh, G. (2024). Systemic entrepreneurship in the digital era: Tesla's vision and social transformation. *Journal of Engineering and Technology Management*, 74, 101844. <https://doi.org/https://doi.org/10.1016/j.jengtecman.2024.101844>
3. Banerjee, P., & Sharma, N. (2024). Digital transformation and talent management in industry 4.0: a systematic literature review and the future directions. *The Learning Organization*, 32(4), 620–640. <https://doi.org/https://doi.org/10.1108/TLO-10-2023-0183>
4. Bieńkowska, A., Hazubska, Z., Nowakowska, M., & Tworek, K. (2023). Organizational performance model based on e-leadership in crisis caused by COVID-19 pandemic. *Procedia Computer Science*, 225, 98–107. <https://doi.org/https://doi.org/10.1016/j.procs.2023.09.096>
5. Chu, F., Zhang, J., Pellegrini, M. M., Wang, C., & Liu, Y. (2024). Staying connected beyond the clock: a talent management perspective of after-hours work connectivity and proactive behaviours in the digital age. *Management Decision*, 62(10), 3132–3154. <https://doi.org/https://doi.org/10.1108/MD-07-2023-1186>
6. Divya, D., Jain, R., Chetty, P., Siwach, V., & Mathur, A. (2024). The mediating effect of leadership in artificial intelligence success for employee-engagement. *Management Decision*, 63(10), 3676–3699. <https://doi.org/https://doi.org/10.1108/MD-01-2024-0213>
7. Febiri, F., Gariba, M. I., Hub, M., & Provaznikova, R. (2024). The synergy between human factors, public digitalization and public administration in the European context. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(4), 100424. <https://doi.org/https://doi.org/10.1016/j.joitmc.2024.100424>
8. Gheidar, Y., & ShamiZanjani, M. (2020).

- Conceptualizing the digital employee experience. *Strategic HR Review*, 19(3), 131–135.
<https://doi.org/https://doi.org/10.1108/SHR-01-2020-0004>
9. He, Q., Li, W., Zhang, P., & Guo, C. (2024). Corporate governance, policy robustness and carbon neutrality in the digital economy: Insights from the natural resource exploitation sector. *Resources Policy*, 88, 104477.
<https://doi.org/https://doi.org/10.1016/j.resourpol.2023.104477>
10. Huang, X., Zhu, L., Yang, Q., & Xiong, X. (2024). Enterprise digital transformation and employee treatment: Evidence from China. *International Review of Economics & Finance*, 96, 103738.
<https://doi.org/https://doi.org/10.1016/j.iref.2024.103738>
11. Kowalski, M., Bernardes, R. C., Gomes, L., & Borini, F. M. (2024). Microfoundations of dynamic capabilities for digital transformation. *European Journal of Innovation Management*, 28(8), 3717–3746.
<https://doi.org/https://doi.org/10.1108/EJIM-12-2023-1074>
12. Kusuma, A. R., Syarief, R., Sukmawati, A., & Ekananta, A. (2024). Factors influencing the digital transformation of sales organizations in Indonesia. *Heliyon*, 10(5), e27017.
<https://doi.org/https://doi.org/10.1016/j.heliyon.2024.e27017>
13. Lee, J., Shin, H., & Kang, J. (2024). Investigating the managerial effects of workcations (work(plus)vacations) on digital nomad employees: Workcation satisfaction, work engagement, innovation behavior, intention to stay, and revisit intention. *Journal of Hospitality and Tourism Management*, 59, 324–331.
<https://doi.org/https://doi.org/10.1016/j.jhtm.2024.05.003>
14. Miah, M., Rahman, S. M. M., Biswas, S., Szabó-Szentgróti, G., & Walter, V. (2024). Effects of green human resource management practices on employee green behavior: the role of employee's environmental knowledge management and green self-efficacy for greening workplace. *International Journal of Organizational Analysis*, 34(4), 1174–1208.
<https://doi.org/https://doi.org/10.1108/IJOA-04-2024-4462>
15. Núñez-Sánchez, J. M., Molina-Gómez, J., Mercadé-Melé, P., & Fernández-Miguélez, S. (2024). Navigating remote work: the role of corporate social responsibility in boosting employee engagement. *Academia Revista Latinoamericana de Administración*, 37(4), 617–633.
<https://doi.org/https://doi.org/10.1108/ARLA-07-2024-0141>
16. Pea-Assounga, J. B. B., & Bindel Sibassaha, J. L. (2024). Impact of technological change, employee competency, and law compliance on digital human resource practices: Evidence from congo telecom. *Sustainable Futures*, 7, 100195.
<https://doi.org/https://doi.org/10.1016/j.sftr.2024.100195>
17. Ramakrishnan, S., Mutum, D. S., Chit, M. M., & Wong, M. S. (2024). Occupational stress as a mediator between organisational intelligence traits and digital government service quality: a triangulation design approach. *Journal of Service Theory and Practice*, 34(6), 787–821.
<https://doi.org/https://doi.org/10.1108/JSTP-02-2023-0041>
18. Rialti, R., & Filieri, R. (2024). Leaders, let's get agile! Observing agile leadership in successful digital transformation projects. *Business Horizons*, 67(4), 439–452.
<https://doi.org/https://doi.org/10.1016/j.bushor.2024.04.003>
19. Salvadorinho, J., Ferreira, C., & Teixeira, L. (2024). A technology-based framework to foster the lean human resource 4.0 and prevent the great resignation: The talent management lift. *Technology in Society*, 77, 102510.
<https://doi.org/https://doi.org/10.1016/j.techsoc.2024.102510>
20. Schiuma, G., Santarsiero, F., Carlucci, D., & Jarrar, Y. (2024). Transformative leadership competencies for organizational digital transformation. *Business Horizons*, 67(4), 425–437.
<https://doi.org/https://doi.org/10.1016/j.bushor.2024.04.004>
21. Shah, N., Bano, S., Saraih, U. N., Abdelwaheed, N. A. A., & Soomro, B. A. (2024). Developing organizational performance through talent management practices: employee satisfaction's mediating role in learning organizations. *Business Process Management Journal*, 30(3), 641–670.
<https://doi.org/https://doi.org/10.1108/BPMJ-03-2023-0208>
22. Vigoda-Gadot, E., & Mizrahi, S. (2024). The digital governance puzzle: Towards integrative theory of humans, machines, and organizations in public management. *Technology in Society*,

- 77, 102530.
<https://doi.org/https://doi.org/10.1016/j.techsoc.2024.102530>
23. Westergren, U. H., Mähler, V., & Jadaan, T. (2024). Enabling digital transformation: Organizational implementation of the internet of things. *Information & Management*, 61(6), 103996.
<https://doi.org/https://doi.org/10.1016/j.im.2024.103996>
24. Wijayati, D. T., Rahman, Z., Fahrullah, A., Rahman, M. F. W., Arifah, I. D. C., & Kautsar, A. (2021). A study of artificial intelligence on employee performance and work engagement: the moderating role of change leadership. *International Journal of Manpower*, 43(2), 486–512.
<https://doi.org/https://doi.org/10.1108/IJM-07-2021-0423>
25. Zhang, Y., Chen, X., & Tan, C. (2024). A mechanistic study of the influence of quantum leadership on employees' constructive deviance. *Chinese Management Studies*, 19(4), 1321–1347.
<https://doi.org/https://doi.org/10.1108/CMS-01-2024-0051>
26. Zhou, Q., Chen, K., & Cheng, S. (2024). Bringing employee learning to AI stress research: A moderated mediation model. *Technological Forecasting and Social Change*, 209, 123773.
<https://doi.org/https://doi.org/10.1016/j.techfor.2024.123773>
27. Bappi, U., Singh, D., & Dahiru, K. Issues and Challenges of Community Development in Nigeria: An Assessment of Gombe State Agency for Community and Social Development Project (GSA-CSDP).
28. Singh, D., Ansari, N. A., & Singh, S. (2009). Good governance & implementation in Era of globalization. *The Indian Journal of Political Science*, 1109-1120.
29. Singh, D. (2015). The need of training for public servants in India: challenges in globalized era. *International Journal of Information Research and Review*, 2(4), 642-645.
30. Singh, D., & Ansari, N. A. (2007). Administrative Reforms in India: An Overview. *Indian Journal of Public Administration*, 53(3), 476-485.
31. Singh, D. (2023). The role of India towards economic-growth and development of BRICS member countries. *Asian J Educ Soc Stud*, 40(3), 1-9.