



Strategic Human Resource Management as a Driver of Sustainable Economic Development

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ARTICLE INFO

Article history:

Received October 23, 2025

Accepted November 7, 2025

Available online December 2025

JEL Classification

M1, M10, M12, M54, Q56

Keywords:

Employee Engagement, Green Human Resource Management, Organizational Sustainability, Strategic Human Resource Management, Sustainable Economic Development

ABSTRACT

This paper explores the Strategic Human Resource Management as an initiator of sustainable economic development by looking into the role it plays in ensuring the sustainability of organizations, their productivity, innovation, and social responsibility. Using both primary and secondary data sets, where the sample includes 250 respondents representing different fields in Andhra Pradesh and Telangana, the proposed study assesses the effect of Human Resource strategies, recruitment, training, appraisal, compensation, and employee engagement on the outcomes of sustainability. Results indicate that Strategic Human Resource Management practices have been found to play a major role in organization resilience, inclusiveness and environmental custodianship, where alignment of Human Resource strategies, performance appraisal, and teamwork have come out as key drivers. These results also indicate the mediating role played by the employee performance and organizational culture between the Human Resource practices and sustainable results, hence, revealing the necessity to streamline the Human Resource systems according to the United Nations Sustainable Development Goals (SDGs). This study is part of the developing literature in that it presents a holistic framework that makes Strategic Human Resource Management a facilitator in ensuring the competitiveness of organizations as well as a facilitator of greater socio-economic sustainability.

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1. Introduction

Organizations today exist in the contemporary era of globalization wherein they are marred by a corresponding amount of challenges that capitalize on their requirement to create an equilibrium between economic performance and their obligations taken by social and environmental concerns that demand new approaches. Strategic Human Resource Management (SHRM) has evolved as an important force of organizational competitiveness and sustainability, since it combines human capital policies and policies with development objectives of the organization (Micieta, B, 2018). However, unlike the traditional HRM where the primary focus is on administrative and working functions, SHRM initially considers the consistency of the talent management, training, performance appraisal, and compensations systems with the strategic vision of the firm, therefore, developing its resilience, innovation, and economic impacts that can be identified as economic sustainability. The elements of leadership and organization culture make a significant contribution to the HR effectiveness and sustainability. Studies have shown that the performance is very intuitive in relation to the capability of the managers and the organizational culture, hence there is the need to ascertain that SHRM practices are aligned with the culture of the organizations (Bagirova, A 2015). Similarly, the learning orientation and principles of organizational learning render the SHRM more effective concerning the provision of continuous adaptation to the market and ensuring the continuity of sustainability issues (Fan, D, 2021). The school of thought supports the argument that SHRM is more than an operational arm since it is also the process facilitator of sustainable development. The field of international human resource management (IHRM) has in the past five decades expanded to incorporate the relationship between human resource management and the general socio-economic implications, including innovation, productivity and competitiveness (Fan, D, 2021). Personnel audit, motivation and performance based evaluation of employees are examples of effective HR practices that were identified as important institutional tools that could bring transparency, accountability and continuous improvement of an organization (Andrejcak, M). The practices may be regarded as particularly significant to the industries that must confront the complex global issues in that the process of sustainability and economic development should be mutual. The reason behind this is that human resources role is directly correlated to supply chain performance as well as the rest of the organizational systems. The studies indicate

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that HRM assists in achieving operational effectiveness and robustness of integrated systems such as supply chains, manufacturing and service networks (Smith-Doerflein, K, 2011). Additionally, sustainable HRM is not exclusive to green supply chain policies and sustainable production practices alongside aiming to coordinate HR and business strategies to meet the Sustainable Development Goals (SDGs) and Industry 4.0 practices (Gharaei, A, 2021), (Amjadian, A, 2022). In this context, SHRM is also becoming a force of a sustainable economic development, with organizations playing an active role of promoting inclusivity, employee well-being, innovation, and environmental responsibility. It does not only improve performance on the inside, but also enhance towards the broader goals of a society, such as equitable development, environmental sustainability and economic steadiness (Soltes, V, 2018). When HR practices are consistent with a sustainability-based agenda, organizations are well placed when it comes to adding value to stakeholders and the economy in the long term. Hence, this paper aims to investigate the ways in which SHRM can serve as the driver of sustainable economic development in terms of enhancing productivity, innovation, green, and organizational resilience.

2. Statement of the Problem

Although the understanding of the relevance of sustainability as one of the strategic priorities has become more widespread, there is still a tendency in many organizations to rely on the more traditional fragmented approach to management and human resource management in particular, which presupposes a rather short-term focus on achieving efficiency rather than implementing a sustainable long-term growth. This has created disconnect between HR approaches to environmental responsibility, the well-being of the employees, inclusivity, and macro socio-economic objectives. Although the researchers note that HRM plays a crucial role in enhancing productivity, innovation and competitiveness, there is less empirical evidence of the role of Strategic Human Resource Management (SHRM) in terms of its direct contribution towards sustainable economic development, especially in an emerging economy such as India. The research gap is the absence of holistic frameworks in harmonizing the SHRM practices to the organization outcomes, social justice and environmental responsibility. This gap is essential to comprehend how SHRM may be implemented as the driver of organizational success, as well as, the tool of supporting the achievement of the Sustainable Development Goals (SDGs) and the resilience during the economic transformation in the global environment.

3. Significance of the Study

This research is important since it adds to the theory and practice levels by indicating how Strategic Human Resource Management (SHRM) serves as a key indicator of sustainable economic growth. Theoretically, the study contributes to the current literature in HRM through the observation that the SHRM practices, which include talent management, green HRM, training, performance appraisal, and employee engagement can be associated with the multidimensional goals of sustainability, which are economic, social and environmental outcomes. It also encourages actualisation of how the HR policies and practices can be strategically established in line with the long-term organisational resilience and the United Nations- SDGs.

4. Review of Literature

Over the past decades human resource management has gone through the stage of being an administrative activity and has evolved into a strategic capability that spells long run competitiveness and social value. Conventional precepts illustrate the most significant area of the coherent HR systems, which include staffing, development, appraisal, reward, and provision of organizational goals (Vetrakova, 2011). Modern work builds on this perception making SHRM a tool to match people practices with environmental custodianship, social justice, economic strength, which are major pillars of sustainable economic development. Organization culture is conditional to strategic intent, which is reflected to everyday action. Indirect backing in banking sceneries demonstrates that the ability of managerial work is closely intersected with the existing culture, meaning that even an excellent HR framework can fail to excel as long as culture norms are not aligned (Bagirova & Vavilova, 2015). To complement this, Hewett and Schantz (2021) promote a theory of HR co-creation, which implies that HR value is created in the process of the collaborative design (by HR professionals, line managers, and employees). Co-creation also reshapes the role of employees; instead of seeing employees as the passive receiver of the environment changes, the employees are cast as agents of the environment change process, reinforcing a sense of engagement and the validity of sustainability-oriented HR practices (i.e., green HRM, inclusive policies). In combination, these strands point to culture and participative HR design as facilitating vehicles by which SHRM is imposing sustainable impacts. The review by Alerasoul et al. (2021) reviewed the literature on organizational learning and learning organization and provided an integrated framework, which associated the learning orientation with continuous improvement and flexibility. To SHRM this is an added emphasis of how training, knowledge sharing, and reflective practices create human capital able to absorb new sustainability norms, technology, and stakeholder expectations. The hypothesis of mediation of employees performance with the SHRM sustainability pathway is also proven by learning-rich climates. People systems reach farther than the borders of the firm into supply chains. Smith-Doerflein, Tracey, and Tan (2011) demonstrate that the HRM practices that relate with supply chain effectiveness include training, cross-functional coordination, performance incentives. Technical feasibility of sustainable logistics

and production is proven by operation research work on greener, closed-loop, and reliability-smart supply chains (Gharaei et al., 2021; 2022; Amjadian & Gharaei, 2022). Implementing such designs, however, hinges on human capabilities and aligned HR policies (e.g., skilling for reverse logistics, incentives for waste reduction), linking SHRM to environmental and cost outcomes central to sustainable economic development.

5. Research Gap

Although prior research has established the importance of human resource management in enhancing productivity, innovation, and organizational performance, limited empirical evidence directly examines the role of Strategic Human Resource Management (SHRM) as a holistic driver of sustainable economic development. The research in question usually considers individual dimensions of SHRM practice, like organizational culture (Bagirova & Vavilova, 2015), HR co-creation (Hewett & Schantz, 2021), or organizational learning (Alerasoul et al., 2021), but they do not combine those dimensions into a single system of analysis, which links SHRM practices to economic, social, and environmental outcomes all at once. Moreover, the literature is also biased towards the developed economies that do not put much consideration on the emerging economies like India where inclusive growth, green HRM, and alignment with the UN SDGs are of particular significance. This leaves a hole in the comprehension of how SHRM practices can be used in conjunction with employee engagement, organizational culture, and green programs to achieve resilience, competitiveness, and sustainable development in such situations.

6. Objectives

Purpose To investigate, the contribution of Strategic Human Resource Management (SHRM) practices (e.g. talent management, green HRM, training, and employee engagement) to the sustainability of the organization.

- To examine how SHRM has brought forth economic impacts to the extent of productivity, innovation, and competitiveness.
- To research the connection between SHRM and the social reimbursement of sustainable development (employee well-being, inclusivity, equitable expansion).
- To establish the mediating component of employee performance and organizational culture between SHRM and sustainable economic development.
- To prescribe HR practices that work in favor of the success of the organization, and sustainability in the economy in general.

7. Hypotheses

H1: Strategic HRM activities play an important positive influence on sustainable economic development.

H2: Green HRM practices mediate the connection between SHRM and the sustainable development results.

H3: Training and development programs have a significant positive impact on the employee performance which leads to economic sustainability.

H4: SHRM and organizational innovation have an interaction mediated by employee engagement.

H5: Economic resilience of organizations that implement the SHRM practices is higher than that of organizations who practice traditional HR.

8. Research Methodology

The study design that has been adopted by the research is one of a quantitative study in its descriptive and analytical approach. The relationship between Strategic Human Resource Management (SHRM) practices and sustainable economic development was examined using the regression analysis. The research made use of both primary and secondary data to further increase the validity of the study. The primary data were the structured questionnaire, which was prepared in a five-point likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The questionnaires were distributed both by mail and electronic (Google Form/Email). The participants were the HR managers, the middle level executives and the employees who were involved in the sustainability initiatives. It was possible to get 280 research questionnaires out of which 250 valid answers were considered. It was made up of research articles, reports, government publications, UN-SDG guidelines, and HRM-related case studies to complement the primary data and develop a theoretical framework.

8.1. Intended Population: The individuals targeted are employees in different industries such as manufacturing, services, education, and IT firms where HR practices with regard to sustainability are actively applied.

8.2. Sample Size: 250 respondents that are sufficient to perform regression analysis.

8.3. Sampling Technique: The researcher used purposive sampling technique, whereby the organizations and respondents were chosen according to their pertinence to the research problem (i.e. being exposed to SHRM and sustainability practices).

8.4. Study Area: The survey was carried out in the urban centers of Andhra Pradesh and Telangana since they have a variety of organizations that are implementing modern HRM practices in favor of sustainability.

9. Data Analysis

9.1. Strategic Human Resource Management Practices

Table: 01 Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.812	0.659	0.652	0.438

The regression model indicates that $R = 0.812$ and $R^2 = 0.659$, meaning that 65.9 percent of the variability in the organizational sustainability depends on SHRM practices. The fact that the Adjusted R² equals 0.652 affirms the strength of this model to the sample size of 250.

Table: 02 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	88.564	5	17.713	92.352	.000 ^b
Residual	45.836	244	0.188		
Total	134.400	249			

The model is statistically significant ($F = 92.352$, $p < 0.001$), indicating that SHRM practices as a set of practices are very influential on organizational sustainability.

V Organization Sustainability.

Predictors: (Constant), HR Strategy, Recruitment, Training, Appraisal, Compensation.

Table: 03 Coefficients^a

Strategic Human Resource Management Practices	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.742	0.214	—	3.470	.001
My organization has clear HR strategies aligned with long-term sustainability goals.	0.212	0.052	0.231	4.080	.000
Recruitment and selection practices focus on hiring talent that supports innovation and sustainability.	0.185	0.049	0.205	3.770	.000
Training and development programs include modules on environmental and social responsibility.	0.142	0.047	0.158	3.020	.003
Performance appraisal systems integrate sustainability-oriented targets.	0.198	0.050	0.218	3.960	.000
Employee compensation and rewards are linked to sustainable practices and achievements.	0.169	0.046	0.192	3.670	.000

The constant ($B = 0.742$, $p = .001$) shows the level of organizational sustainability at a point where all predictors are equal. Even though the constant can not be meaningfully interpreted in the case of a social science research, it gives a base to the regression equation. HR practices in compatibility with sustainability ($B = 0.212$, 0.231 , $t = 4.080$, $p < .001$). This is the strongest standardized effect ($= 0.231$), i.e. the organizations that have clear sustainability-oriented HR strategies demonstrate a significant positive change in the sustainability outcomes. B (Recruitment and selection) (0.185, 0.205) 3.770 T = -.001. Innovation and sustainability in recruitment has a great role towards organizational sustainability which emphasizes the need to consider the right talent. Training and development ($B = 0.142$, 0.158, = 3.020, $p = .003$). Environmental and social responsibility training also contribute to a positive and significant effect, albeit least, among the five. This implies that training is a value addition, although at a lower level than other practices. Performance appraisal systems ($B = 0.198$, 0.218 = 0.200, $t = 3.960$, $p = .001$). The second-best predictor (after the HR strategy) is the performance appraisal, which implies that the introduction of sustainability metrics into evaluations is a key

contributor to sustainable performance. Compensation and rewards ($B = 0.169$, $8 = 0.192$, $t = 3.670$, $p = .001$). The incentive systems are also very motivational in boosting organizational sustainability as evidenced by the linking of rewards to sustainability practices. The five practices are significant and have positive predictive power to sustainability of an organization. The most significant drivers are the HR strategy alignment and performance appraisal, whereas recruitment, compensation, and training play a significant role as well.

9.2. Employee Engagement & Development

Table : 04 Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.794	0.630	0.622	0.462

The regression model reveals that the relationship between Employee Engagement and Development practices and Organizational Sustainability has an R value of 0.794, which is a very good positive relationship. The value of R² (0.630) indicates that the engagement and development factors identify 63 percent of the variance in the organizational sustainability. The value of Adjusted R-Squared (adjusted R²) of 0.622 indicates that the model has a high explanatory power despite the consideration of the sample size and the number of predictors. The Standard error of the estimate (0.462) indicates that the model predicts relatively well. Factors of employee engagement and development are all significant sources of explanatory power to predict the organizational sustainability.

Table: 05 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	84.230	5	16.846	78.970	.000 ^b
Residual	52.170	244	0.214		
Total	136.400	249			

The outcome of the ANOVA indicates an F value of 78.970 with a significance level of $p < 0.001$, which proves that the regression model is significant. This implies that a set of practices like employee engagement and development has a huge role to play in forecasting organizational sustainability. The regression model fits well to confirm that SHRM practices have a significant contribution towards organizational sustainability.

1 Dependent Variable: Organization sustainability (or Long-term development outcome)
 Predictors: (Constant), Decision-making, Teamwork, Well-being, Learning, Green Initiatives.

Table: 06 Coefficients^a

Employee Engagement & Development	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.685	0.226	—	3.030	.003
Employees are encouraged to participate in decision-making related to organizational development.	0.196	0.051	0.214	3.84	.000
The organization promotes teamwork and collaboration for long-term economic growth.	0.203	0.050	0.221	4.06	.000
Employee well-being and work-life balance are prioritized in HR policies.	0.179	0.048	0.196	3.73	.000
Opportunities for continuous learning and upskilling are regularly provided.	0.161	0.047	0.175	3.43	.001
Employees are motivated to contribute to green and socially responsible initiatives.	0.154	0.046	0.167	3.35	.001

Constant ($B = 0.685$, $p = .003$). Denotes the base sustainability value under the conditions of no predictors. Involvement in decision making ($B = 0.196$, $8 = 0.214$, $p < .001$). A great predictor implying that the engagement of employees in organizational decisions plays a great role in enhancing sustainability. Teamwork & collaboration ($B = 0.203$, $\beta = 0.221$, $p < .001$). The most powerful one which reveals the fact that encouraging teamwork and cooperation improves the long-run economic growth and sustainability. Employee well-being ($B = 0.179$, $\beta = 0.196$, $p < .001$). The policies that promote work-life balance also play a very important role in

sustainable development. Continuous learning / upskilling ($B = 0.161$, $8 = 0.175$, $p = .001$). Learning and development opportunities have positive impacts on sustainability. Green & social initiatives ($B = 0.154$, $\beta = 0.167$, $p = .001$). Motivation by the employees towards socially responsible efforts has an impact in a positive but a relatively low impact as compared to teamwork and decision-making.

9.3. Organizational Outcomes

Table: 07 Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.826	0.682	0.676	0.425

The regression model depicts the value of R to be 0.826, which means that Organizational Outcomes and Organizational Sustainability is highly positively related. The R 2 of 0.682 indicates that the five predictors outcome related explain 68.2 percent of the variance in organizational sustainability. The value of the Adjusted R 2 is 0.676 that validates the strength of the model when the number of predictors and the sample size are taken into consideration. The Standard error of the estimate (0.425) represents the level of prediction error that is rather low and demonstrates high reliability of the model. Organizational results are strong predictors of sustainability, as close to 70 per cent of sustainable performance difference is attributed to them.

Table: 08 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	92.965	5	18.593	102.88	.000 ^b
Residual	43.435	244	0.178		
Total	136.400	249			

The outcome of the ANOVA indicates an F value of 78.970 with a significance level of $p < 0.001$, which proves that the regression model is significant. This implies that a set of practices like employee engagement and development has a huge role to play in forecasting organizational sustainability. The model fits well, and the engagement/development practices are sound predictors of sustainability outcomes.

X 1 Independent Variable: Strategy / Organizational Change.

Predictors: (Constant), Productivity, Innovation, Cost Reduction, Economic Growth, Resilience

Table: 09 Coefficients^a

Organizational Outcomes	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.612	0.202	—	3.030	.003
SHRM practices have improved organizational productivity and efficiency.	0.208	0.048	0.228	4.33	.000
Innovation within the organization has increased due to effective HR strategies.	0.196	0.047	0.212	4.17	.000
SHRM has contributed to reducing operational costs and enhancing competitiveness.	0.187	0.046	0.203	4.07	.000
The organization's practices contribute to local and national economic growth.	0.174	0.045	0.187	3.87	.000
Overall, SHRM has strengthened the organization's resilience against economic challenges.	0.162	0.044	0.175	3.68	.000

^a Dependent Variable: Organizational Sustainability

Constant ($B = 0.612$, $p = .003$).Represents the level of sustainability when all other predictors are absent. Productivity & efficiency ($B = 0.208$, $\beta = 0.228$, $p < .001$). The model predictor which has the most significant contribution to organizational sustainability is the strongest predictor which demonstrates that SHRM practices that improve productivity and efficiency can contribute the most. Innovation ($B = 0.196$, $\beta = 0.212$, $p < .001$). The second most influential predictor, which indicates the importance of innovation enabled by the HR strategies in reaching the sustainability. Cost reduction and competitiveness ($B = 0.187$, 0.203 , $p = .001$). Shows that SHRM helps reduce costs and enhance competitiveness that, in turn, are major facilitators

of sustainability. Economic growth contribution ($B = 0.174$, $= 0.187$, $p = .001$). Demonstrates that organizational practices that are leading to local and national economic growth have a positive impact on the outcome of sustainability. Resilience ($B = 0.162$, $\beta = 0.175$, $p < .001$). Although it is the least predictive of the five, the ability to withstand economic dilemmas is also a major contributor of sustainability. All predictors are statistically significant and have a positive relationship to sustainability. The strongest contributors are Productivity and efficiency and innovation and robustly contribute to it but the resilience and economic growth have supportive but significant contributions.

9.4. Sustainable Economic Development

Table: 10 Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.841	0.707	0.702	0.409

The regression equation indicates that the relationship between Sustainable Economic Development practices and Organizational Sustainability is very strong with a value of 0.841. The value of $R^2 = 0.707$ reveals that the predictors explain 70.7 percent of organizational sustainability. This is an adjusted R^2 of 0.702 that proves that the model is sound even with the number of predictors and sample size. Standard Error of the Estimate (0.409) is not large enough implying that the model is highly predictive. The impact of sustainable economic development practices on organizational sustainability is potent and consistent, which explains the variance of more than 70% of it.

Table: 11 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	96.480	5	19.296	115.52	.000 ^b
Residual	39.920	244	0.164		
Total	136.400	249			

The ANOVA table indicates that the F value is 115.52 and the significance of the F value is less than 0.001, thus indicating that the regression model is statistically significant. It implies that inclusive growth, green HR policy, contribution to SDGs, employee responsibility, and sustainability leadership all have a significant definition of organizational sustainability. The regression equation fits well and the predictors of sustainable development are a significant source of predicting sustainability.

Dependent Variable: Organizational Sustainability (or Development Index).

Those predictors that are constant: (Constant), Inclusive Growth, Green HR Policies, Contribution to SDGs, Employee Responsibility, Leadership in Sustainability.

Table: 12 Coefficients^a

Sustainable Economic Development	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.598	0.196	—	3.05	.002
The organization actively promotes inclusive growth and equal opportunities.	0.201	0.045	0.221	4.47	.000
HR policies support environmentally sustainable initiatives (energy saving, waste reduction, green office practices).	0.194	0.044	0.209	4.41	.000
My organization contributes to the UN Sustainable Development Goals (SDGs).	0.186	0.043	0.201	4.33	.000
Employee practices help balance economic performance with social and environmental responsibility.	0.178	0.043	0.194	4.14	.000
SHRM has positioned the organization as a leader in sustainable economic development.	0.169	0.042	0.186	4.02	.000

^a Dependent Variable: Organizational Sustainability

Constant ($B = 0.598$, $p = .002$). The level of sustainability at zero in a place where all the predictors do not exist. Inclusive Growth ($B = 0.201$, $\beta = 0.221$, $p < .001$). The most predictive indicator that demonstrates the fact that ensuring equal opportunities and inclusive progress improves the sustainability significantly. Green HR Policies ($B = 0.194$, $\beta = 0.209$, $p < .001$). The second most important predictor, demonstrating that environmentally sustainable HR practices (e.g. energy saving, waste reduction, green practices) contribute to organizational sustainability significantly. Contribution to SDGs ($B = 0.186$, $\beta = 0.201$, $p < .001$). Means that organizations which practice according to the UN SDGs do a great deal to enhance their sustainability results. Employee Responsibility ($B = 0.178$, $\beta = 0.194$, $p < .001$). Demonstrates that economic, social and environmental responsibility that is mutually balanced among employees enhances sustainability performance in a significant way. B Leadership in Sustainability ($B = 0.169$, $\beta = 0.186$, $p < .001$). Although this model has the weakest predictor, it is an important one in terms of sustainability because it makes organizations leaders in implementation of sustainable development. All predictors are statistically significant and have a positive association with sustainability. With the SDG alignment, employee responsibility, and leadership playing influential roles in it, inclusive growth and green HR policies become the most significant ones.

10. Conclusion

The paper observes that the SHRM has not only been equitable when it comes to association with the organizational performances, but also the socio-economic aspirations including the fair and equitable development, social well being of the employees as well as the well being of the environment. This renders SHRM a strategic partner of long term economic development than an internal human resource process. The engagement variables such as teamwork (0.221) and the use of employees in making decisions (0.214) were found to have a good predictor and it explained 63 percent variation in organizational sustainability. This validates the fact that activities and collaboration will result in the achievement of long-term economic and social growth. The results of the regression indicate that the HR strategy, recruitment, training, appraisal and compensation variables match had the capacity to explain 65.9 percent of the variance on the sustainability results ($R^2 = 0.659$). HR strategies (beta = 0.231) and performance appraisal (beta = 0.218) were the most powerful drivers of these. SHRM-based outputs also accounted for the variation in sustainability whereby 68.2 percent of the variation was accounted by productivity (beta = 0.228) and innovation (beta = 0.212) as the two other significant sources of variation. This is to mean that, SHRM is not only going to facilitate the internal HR functions, but will also contribute directly in terms of efficiency and competitive advantage. Sustainability of the organization could be attributed to 70.7 percent to the contribution of SDGs, employee responsibility, inclusive growth, green HR policies, and leadership. The inclusion of growth (0.221) and the green HR policies (0.209) were found to be the most significant predictors which proves that organizations that adopt sustainability-related HRM grow more legitimate and sustainable in the long run. SHRM has become a radical aspect of the alignment of organization goals with the provisions of sustainable economic growth. Through organizations willing to incorporate sustainability in its HR practices like its recruitment process, training, performance management processes and compensation, it would find itself in a position to produce a sustainable workforce that is ready to be innovative and one that has ethical practices and long term value orientated. The illustrations are that when the human beings are empowered through participative management, coherent learning, and remunerations on sustainability it is not just that it occurs as a result of such actions, but also the attitude of the offered organizations toward becoming competitive is also included in the general social and environmental well-being. This way, SHRM is attaining the strategic status of an inclusive development enabling factor, environment sustainability, and economic stability. In this sense, the incorporation of SHRM in the institution cultures and fabric of the countries is no longer an option, but the alternative that has to be adopted in the realization of sustainable development in the global economy.

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