

BABEȘ-BOLYAI UNIVERSITY  
FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION  
DOCTORAL SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION

## **Doctoral Thesis Summary**

The impact of sustainable organizational practices on  
performance

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## **1. Introduction**

Over the last decades, the perspective of business management has changed as a result of the unstable global economy, social climate, and ecological environment disruption. This made it necessary for businesses to adopt a more sustainability-oriented strategy (Jiang et al., 2024), one that includes social and environmental concerns in addition to financial ones. The pressure of this perspective shift started with the adoption of the United Nations' Sustainable Development Goals (SDGs) and was also intensified by the unexpected disruption caused by recent events, such as the Ukraine-Russia conflict and the global pandemic of COVID-19 (Kim et al., 2022; Cumming, 2022). Consequently, the transition to a sustainable business model is regarded as a significant social issue of our time (Ren et al., 2023; Lu et al., 2023), calling for a redesign of organizational HR policies and procedures to be in line with sustainability principles.

In response to this challenge, the sustainable human resource management (SHRM) concept emerged, emphasizing the significance of using human capital as a tool to achieve organizational sustainability goals (Ehnert et al., 2016). From a conceptual perspective, it refers to a set of HR practices that enable the generation of favorable outcomes in terms of the economic, social, and environmental domains while also paying attention to the needs of all stakeholders (Ehnert I., 2009).

This study is significant for three key reasons. First, it contributes to ongoing research on current business challenges by exploring the topic of sustainability. Second, it examines the role of sustainable HRM in shaping organizational strategic plans. Third, the study aims to address the research gaps identified in the existing literature regarding the link between sustainable HRM and organizational financial performance.

## **2. Research objectives**

The main objective of this research is to empirically examine the effect of sustainable HRM practices on performance. Specifically, this study aims to identify the mechanisms through which sustainable HRM practices influence individual-level performance and organizational-level performance.

### **Specific objectives:**

1. To provide a comprehensive review of sustainable HRM practices by employing a nomological network framework covering the antecedents, consequences, moderators and mediators of this phenomenon.

2. To investigate the role of green HRM practices on organizational-level financial performance.
  - 2.2 To examine the mediating effect of work engagement on the relationship between employee perception of green HRM practices and financial performance.
  - 2.3 To examine the role of employee perception on green HRM practices and corporate social responsibility (CSR) practices on financial performance growth.
3. To investigate the role of sustainable HRM practices on organizational-level performance.
4. To investigate the role of sustainable HRM practices on individual-level performance.

### **Research questions:**

To achieve the previously mentioned goals, the following main research questions are formulated:

1. What are the main components comprising the nomological network of sustainable HRM practices?
2. What is the relationship between employee perception of green HRM practices and financial performance?
3. What is the relationship between green HRM practices, corporate social responsibility practices and financial performance growth?

### **3. Empirical research**

Each objective was addressed through a distinct study. First, our PhD journey began with a comprehensive analysis of the existing literature on the concept of green intellectual capital. The primary objectives of this study were to offer an overview of this construct by examining its historical evolution and key research areas (Chapter 2), as well as to provide an in-depth analysis of its conceptual connections (Chapter 3). To achieve these objectives, we reviewed the articles related to green IC and employed the VOSviewer tool to highlight its conceptual relationships.

Second, the next objective of this study was to provide a comprehensive review of sustainable HRM by employing a nomological network framework covering the antecedents, consequences, moderators and mediators of this phenomenon (Chapter 4). To fulfill these objectives a systematic literature review was performed, analyzing 62 articles published in journals listed in the 2022 ABDC Journal Quality List.

Third, we aimed to explore the relationship between green HRM and two important facets of business success: economic performance and performance growth. By addressing these two distinct effects of green HRM we provide a more nuanced understanding of the potential of green HRM practices in influencing both short-term and long-term organizational performance. In order to empirically examine this relationship, we conducted two studies. *The first one* (detailed in section 5.3) analyzes the link between green HRM and economic performance, as well as the role of work engagement as a mediator in this relationship. For this study, we used the Partial Least Squares-Structural Equation Modeling (PLS-SEM) to test the hypothesis of the research. *The second one* (detailed in section 5.4) analyzes how green HRM and CSR influence economic performance growth. For this study, we used the OLS regression model.

Fourth, our research progressed with an empirical analysis that, unlike the previous empirical studies conducted in this thesis, offers a broader scope and greater impact. Thus, Chapter 6 presents two key distinctions. The first one refers to the focus of the independent variable. Since the previous chapter focused on the green aspect of HRM, this chapter broadens the perspective by incorporating as well the socially responsible HRM aspect under the umbrella sustainable HRM performance. The second one refers to the level of analysis. This chapter aims to provide empirical evidence in order to explain the link between sustainable HRM practices and both, individual-level and organizational-level performance. In order to test the proposed hypothesis, we employed both the OLS regression method and Partial Least Squares Structural Equation Modeling (PLS-SEM) method.

## **4. Conclusions and contributions**

### **Theoretical contributions**

The primary theoretical contribution of this PhD thesis centers on enhancing the understanding of the relationship between sustainable HRM practices and performance. The main finding of this thesis is that, sustainable HRM practices can lead to an immediate decrease on performance but, on the long run, it generates significant benefits. In the way to reach this conclusion, several theoretical contributions are made.

First, we found that researchers have frequently approached green IC, particularly over the last few years. Also, one of the most cited papers on green IC was published recently (2019), highlighting the increasing recognition among researchers of its importance in addressing current issues. Therefore, these findings contribute to the existing literature by emphasizing the

growing interest in green IC, positioning it as a crucial topic to address in contemporary challenges.

After an in-depth content analysis of the selected articles, we found four patterns based on the frequently co-occurring terms in the green IC literature: (1) green and firm performance; (2) green employees' behaviours and capabilities (i.e., green HRM) and organizational performance; (3) environmental issues; (4) environmental management and China. Therefore, these results contribute to the conceptual framework of green IC by identifying key concepts associated with it and showing how they are interrelated.

Second, the previous findings provide the rationale for broadening our research focus towards HR practices aimed at achieving sustainability. We consider this transition as a logical evolution in the progression of our research, since as we found earlier, research opportunities were found at the intersection of green IC and HR management. We propose that by aligning HR strategies with sustainability objectives, organizations can effectively translate their green intellectual assets into tangible results, achieving competitive advantage and long-term organizational success. The results contribute to the sustainable HRM literature by providing a comprehensive nomological framework, integrating antecedents, consequences, mediation and moderation variables. We focused on identifying antecedents by looking at the factors that determine and facilitate the adoption of sustainable HRM practices. We found that the categories that emerged from our analysis, encompassing macro-level factors (e.g. national context, industries) and organizational-level factors (e.g. organizational configuration, HR policy, leadership support and prosocial values), help us to better understand the antecedents that can enhance sustainable HRM adoption. Then, we examined the outcomes of this construct, analyzing the multi-level benefits that can arise from the implementation of sustainable HRM practices. In doing so, we provide a clear understanding of the macro-level, organizational-level and individual-level effects of sustainable HRM. Also, our analysis gives insights into the mediation and moderation variables that have been tested in sustainable HRM research.

Moreover, by following a nomological analysis, we identified specific gaps and inconsistencies within the sustainable HRM framework. For example, compared to individual and organizational-level outcomes, we found that researchers have shown limited interest in understanding the macro-level effects of sustainable HRM. Also, much room is left in this field for examining mediation and moderation relations between sustainable HRM and outcomes.

On the other hand, conflicting results were found regarding the link between sustainable HR practices and financial performance. Therefore, further clarification is needed in this area.

Third, we continued our work by addressing one of the research gap identified in the previous analysis, the one that calls for clarifications regarding the link between sustainable HR practices and financial performance. The results of *the first study* showed that green HRM has a direct negative impact on economic performance (measured through profit, revenue, ROA, and ROE,) as well as an indirect negative effect through work engagement. Contrary to what we expected, the adoption of green HRM practices might be expensive and this may lead to a short-term negative impact on businesses' profitability. Moreover, this research adds to the existing literature by examining work engagement as a mechanism to explain the connection between green HRM and economic performance. Apart from the direct negative effect of green HRM on economic performance, this research provides empirical evidence on how employees' emotional and psychological involvement in their work could be an explanation for why green HRM results in a decline in economic performance. *The second study* investigated the effect of green HRM and CSR on firm financial growth (measured through profit, revenue, ROA, and ROE growth). The results partially support the research hypothesis. Specifically, the study provides evidence on the positive influence of green HRM practices on firm financial growth indicators. However, contrary to our proposed hypothesis, the results revealed that CSR negatively affects three of the firm's financial growth indicators, being positively related only to revenue growth.

Therefore, the results obtained from this dual research focus contribute to the literature by shedding light on the disparate effect of green HRM on organizational performance. By addressing both the immediate financial outcomes and the financial growth, the results provide a deeper understanding of how green HRM practices influence organizational success.

Fourth, our research progressed with an empirical analysis that, unlike the previous empirical studies conducted in this thesis, offers a broader scope and greater impact. The results of *the first study* (section 6.1) indicate that sustainability-oriented selection practices positively affect financial growth. However, organizations that provide sustainability-oriented trainings and offer remuneration linked to sustainable initiatives are more likely to experience a decrease in financial growth. This negative effect is expected and has been mentioned in previous research (Manresa et al., 2019) as both training and compensation practices involve additional costs and can negatively affect financial performance growth. *The second study* revealed that the



implementation of sustainable HRM practices lead to a greater awareness of prosocial impact, which fuel prosocial motivation and further leads to improved individual-level performance.

Therefore, the results obtained from these two researches contribute to the literature by providing a comprehensive understanding of how sustainable HRM practices can bring benefits at both level of performance. These studies also contribute to the sustainable HR literature by exploring its impact on both individual and organizational performance through the perspectives of the resource-based view and self-determination theory.

In brief, considering the two main hypotheses proposed in this PhD, we can conclude that:

In terms of *organizational-level performance*, sustainable HRM practices may initially have a negative impact on financial indicators, as they often involve additional costs, such as for sustainability-focused training or green compensation. However, it appears that on the long run, these practices bring benefits to the organization.

In terms of *individual-level performance*, sustainable HRM practices have a direct and positive effect on employee performance, as well as an indirect effect through prosocial impact and prosocial motivation.

### **Practical contributions**

The main practical contribution of this PhD thesis is that it provides guidance for organizations looking to integrates sustainability into traditional HRM practices. The literature review, along with the empirical analysis, highlight the significance of adopting organizational sustainable practices as strategies to tackle contemporary challenges. In reaching this conclusion, we identified several practical implications.

First, this study offers insights for organizations that aim to integrate sustainability into their business strategies by acknowledging the significance of sustainable organizational practices, such as green intangible assets and sustainable HRM practices. Second, our findings provide useful information for practitioners and policymakers regarding the decision of integrating environmentally friendly HRM practices into their strategies, based on the results regarding the effects on financial performance and performance growth. Third, it is important to note that the inconsistent and fragmented results found in the existing literature on the relationship between sustainable HRM and financial performance have created uncertainty among practitioners about the decision to adopt sustainable HRM practices. Therefore, our findings offer empirical evidence that clarifies this relationship, helping practitioners make more informed decisions.

More specifically, practitioners should expect that, on the short term, sustainable HRM can negatively impact financial indicators but, on the long run, it comes with benefits at organizational level. Also, organizations that implement sustainable HRM practices can directly enhance employee performance (task performance, OCBi and OCBs) and indirectly through prosocial impact and prosocial motivation.

## **5. Limits and further research direction**

This research has several limitations that need to be addressed. First, our models consider a limited number of **mediators** to explain the link between sustainable HRM and performance. Besides the one that we have already tested (work engagement, prosocial impact and prosocial motivation), we consider that other factors exist that could significantly affect the multi-level outcomes of sustainable HRM. For instance, several studies asserted that additional variables, such as firm reputation, can explain the proposed relationship. Organizational reputation is described as the general opinion that stakeholders have about a company's present and future behaviour (Christensen & Gornitzka, 2017). Especially in those highly competitive times, it is seen as an essential component of success by attracting and maintaining individuals (Plewa et al., 2016). Social responsibility initiatives assist businesses in strengthening their relationships with stakeholders (e.g. employees, customers, community) consequently developing positive impressions about company and enhancing its reputation (Taamneh et al., 2022). Further, in order to improve organizational performance, developing a positive reputation for a company must be taken into account (Holsapple & Singh, 2005). Socially responsible HRM encompasses practices designed to engage the organization into corporate social responsibility behaviour (Giuliano, et al., 2024; Shen & Benson, 2016), impacting employee's perception about organization. An employment management based on selecting, developing, and addressing employees' relations through social responsibility initiatives demonstrate a strong commitment to employee well-being (Abdelmotaleb & Saha, 2020), attracting talented workers (Afsar & Umrani, 2020) who, in turn, influence organizational outcomes. Therefore, based on the above-mentioned arguments, we consider that valuable insights can be provided if other mediators, such as firm reputation, competitive advantage, firm resources, organization characteristics (Molina-Azorín et al., 2009), are tested.

Furthermore, our conceptual framework does not include any **moderators**, despite the systematic literature review conducted in Chapter 4 highlighting that research on moderation variables is limited. For instance, we consider that the components of the self-determination theory (autonomy, competences and relatedness) could act as moderators since they might

strengthen or weaken the effects of sustainable HRM on prosocial impact, which further fuel the motivation and lead to a higher individual-level performance. We therefore suggest that, for a more comprehensive framework, future research should consider several moderators between sustainable HRM and multi-level outcomes. Also, we consider that future research should provide answers to the following questions: *What are the causal relationships between sustainable management practices and financial performance, and how do mediating (i.e. competitive advantage, firm resources, organization characteristics) and control variables influence this relationship? How do changes in environmental variables influence financial performance, and vice versa?* (Molina-Azorín et al., 2009).

Another limitation refers to the **data** collecting process and the **methods** employed in this study. Firstly, we consider the response bias, as participants may deliberately or unintentionally provide inaccurate answers to the survey questions. Also, for financial performance we used self-reported data gathered from “listefirme.ro”, so the accuracy of data depends on how honest the companies were. Moreover, all studies performed in this thesis employed cross-sectional data, which does not track changes over time. In this context, we suggest that future research should use more reliable sources for their data. Additionally, longitudinal studies or mixed methods should be conducted, as the impact of sustainable practices can be more effectively observed over the long term.

Also, all the studies were conducted in the **Romanian context**, with all the data gathered from companies operating in this country. In the literature review conducted in Chapter 4, we identified several contextual factors (such as culture or the nationality of leaders) that could influence the effectiveness of the sustainable practices implementation. Therefore, given that cultural differences could affect responses to the questions, we recommend conducting similar studies in various cultural contexts to enable the generalization of the results.

Another limitation refers to the **theoretical frameworks** used to explain the link between sustainable practices and performance. In our studies, we employed social-exchange theory, resource-based view theory and also self-determination theory. However, future research should continue to use these theories to explain the effect of sustainable HRM practices on corporate performance. For instance, further research is needed in order to answer to the following questions: *How social exchange principles operate within the context of environmental sustainability?* (Paillé et al., 2014) and *How the resource-based view of*

*environmental management influences the development of capabilities? Does it result in competitive advantages?* (Molina-Azorín et al., 2009)

This study contributes to the literature by employing a nomological network of sustainable HRM. However, since it is a relatively new concept, many questions still require answers. For instance, future research should consider providing a clear answer to the following questions: *Which are the main pillars of sustainable HRM in different cultural context? Which are the paradoxes/ barriers in implementation in different cultural context? Are there any differences between the barriers to sustainable HRM implementation at the organizational level and those at the employee level?* (Ahmad et al., 2025)

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