

THE EFFECT OF SUSTAINABLE HRM PRACTICES ON EMPLOYEE JOB OUTCOMES OF SERVICE INDUSTRY IN JORDAN

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ABSTRACT

The study aimed at investigating the impact of sustainable HRM practices on employee job outcomes. Sustainable HRM practices represent a bundle of four HRM practices, which are socially responsible HRM practices, green HRM practices, triple bottom line HRM practices, and common good HRM practices. Employee job outcomes were conceptualized as a whole construct comprised employee performance, employee green behavior, and employee engagement. Data were collected from a sample consists of managers and employees of human resource management departments and data analysis was carried out at the department level. The results accepted the hypotheses that triple bottom line HRM practices and common good HRM practices showed significant effects on employee job outcomes. The triple HRM practices had the highest impact on employee job outcome followed by common good HRM practices. No significant effects of green HRM practices and socially responsible HRM practices on employee job outcomes were detected in the current study. The total effect of sustainable HRM practices on employee job outcomes is significant and positive. Consequently, organizations are required to consider the common good HRM practices such as employee fair compensation and evaluation as well as certify employee job security, which in turn assist employee to achieve the objectives of the triple bottom line HRM practices.

Keywords: Sustainable HRM Practices, Common Good HRM Practices, Green HRM Practices, Socially Responsible HRM Practices, Employee Job Outcomes, Employee Performance, Employee Green Behavior, Employee Engagement

INTRODUCTION

Every organization is dedicated to achieve at least one goal. Efficiency and effectiveness in goal achievement is subject to numerous factors. Organizational practices, especially human resource management (HRM) practices fall under these factors. Understanding the concept of HRM requires an examination of HRM contributions to the organizational outcomes. Reviewing the literature through an impact-focused lens revealed that different sets of HRM practices posit significant impacts on varied organizational outcomes. Strategic HRM practices exert significant and positive effects on organizational performance (Cania, 2014; Ali et al., 2018; Iqbal, 2019), sustainable competitive advantage (Emeagwal & Ogbonmwan, 2018; Hamadamin & Atan, 2019), organizational resilience (Al-Ayed, 2019) and organizational commitment (Al Adresi & Darun, 2017). On the other hand, green HRM practices are positively linked to superior levels of environmental performance (Likhitkar & Verma, 2017; Mehta & Mehta, 2017; Rawashdeh, 2018; Tahir et al., 2020). AMO-HR practices, i.e., ability-enhancing, motivation-enhancing, and opportunity-enhancing HR practices induce employee proactiveness behavior (Al-Tit, 2020; Korauš et al., 2020). Knowledge-based HRM practices had a significant impact on innovation performance (Kianto et al., 2017). Collaborative-based HRM practices play a critical role in supporting open innovation (Hong et al., 2019). High-involvement HR practices support proactive employee success at work (Alikaj et al., 2020). Progressive HRM practices are positively related to organizational citizenship behavior (Valeau & Paillé, 2019). High-performance HR practices increase organizational citizenship behavior (Kataria et al., 2019). Sustainable HRM practices are associated to the environmental, social and economic performance (Lopez-Cabrales & Valle-Cabrera, 2020) and related to employee job performance (Manzoor et al., 2019).

Three common examples of HRM practices are reported in the literature. First, socially responsible HRM practices (Newman et al., 2016; Al-Hawary, 2015; Celma, Martinez-Garcia & Raya, 2018; Al-Hawary & Al-Namlan, 2018; Rawshdeh, Makhbul & Alam, 2019; Bombiak & Marciniuk-Kluska, 2019; Chanda & Goyal, 2020; Al-Hawary & Al-Rasheedy, 2021; Xiao et al., 2020). Second, green HRM practices (e.g., Mishra, Sarkar & Kiranmai, 2014; Deshwal, 2015; Al-Romeedy, 2019; Bag, 2019; Zubair & Khan, 2019; Al Rawashdeh & Khaled, 2021; Ababneh, 2021; Lee, 2020; Al-Ghazali & Afsar, 2021; Al-Hawary & Abdallah, 2021). Third, triple bottom HRM practices (e.g., Wu et al., 2015; Henao, Sarache & Gómez, 2019; Lopez-Cabrales & Valle-Cabrera, 2020). Aust, Matthews & Muller-Camen (2020) proposed a fourth type, which is common good HRM practices. The authors indicated that these four types comprise sustainable HRM practices. It can be noted that each set of HRM practices plays a significant role in boosting specific organizational outcomes. Hence, for organizations to inspire high levels of performance, high-performance HR practices are recommended (Kataria et al., 2019; Garg, 2019). Organizations pursue a superior environmental performance adopt green HRM practices (Rawashdeh, 2018; Tahir et al., 2020) while organizations strive for enriching their organizational performance and sustaining their competitive advantage embrace strategic HRM practices (Kazlauskaitė & Bučiūnienė, 2008). A research on sustainable HRM as far as should be concerned with both sustainability and HRM with respect to definitions, dimensions, instruments, and potential outcomes. According to Ehnert and Harry (2012), research on sustainable HRM integrates both researches on sustainability as well as research on HRM.

Prior works on socially responsible HRM practices were concerned with the effects of such practices on organizational citizenship behavior (Newman et al., 2016; Alhalalmeh et al., 2020), employees' work attitudes (Kundu, & Gahlawat, 2016; Mohammad et al., 2020), employee work behavior (Shen & Benson, 2016), and employee wellbeing (Celma, Martinez-Garcia & Raya, 2018; Abdelmotaleb & Saha, 2020). Other studies were concerned with the effects of socially responsible HRM practices on employee support for corporate social responsibility (Shen & Zhang, 2019), employee intention to quit (Kundu & Gahlawat, 2015; Nie, Lämsä & Pučėtaite, 2018), employee perception (López-Fernández, Romero-Fernández & Aust, 2018), and employee engagement (Rawshdeh, Makhbul & Alam, 2019), and intellectual capital (Barrena-Martinez, López-Fernández & Romero-Fernández, 2019; Al-Lozi et al., 2017; Al-Lozi et al., 2018). Studies on the effects of socially responsible HRM practices on organizational outcomes include competitive performance (Sancho et al., 2018), environmental performance (Rakin, Yousuf & Rubel, 2020), and organizational performance (Chanda & Goyal, 2020).

Studies on green HRM practices examined its effects on numerous endogenous variables such as employee retention (Likhitkar & Verma, 2017), employee workplace green behavior (Dumont, Shen & Deng, 2017), organizational sustainability (Likhitkar & Verma, 2017), environmental performance (Bangwal, Tiwari & Chamola; Rawashdeh, 2018; Lee, 2020), financial performance (O'Donohue & Torugsa, 2016), and performance sustainability (Jayabalan et al., 2020). Elkington's (1994) indicated that sustainable organizations should consider the triple bottom line approach, which comprises economic, social, and environmental lines. Studies on the triple bottom line involve the relationship between the triple bottom line and sustainable product innovation performance (Muñoz-Pascual, Curado & Galende, 2019), sustainable performance (Hourneaux Jr, da Silva Gabriel & Gallardo-Vázquez, 2018), sustainability development (Citta & Fattah, 2020), as well as the effect of triple bottom line-based corporate social responsibility on corporate value (Shim et al., 2021). Concerning the fourth dimension, which is sustainable HRM practices, Jerónimo, de Lacerda and Henriques (2020) studied the effect of sustainable HRM on employee performance through organization's sustainability orientation and organizational identification. Hameed and Al-Rabeawi (2021) tested the effect of sustainable HRM practices on banks' competitiveness. Manzoor et al. (2019) examined the influence of sustainable HRM practices on employee job performance through the moderating role of training.

It was observed that the above-mentioned studies explored the effects of one type of HRM practices on different aspects of organizational and employee outcomes. In order to expand our

understanding of the entire effect of sustainable HRM practices, the current study operationalizes such practices by socially responsible HRM practices, green HRM practices, triple bottom line HRM practices, and common good HRM practices. Moreover, previous studies designed to identify the impact of HRM practices on several employee outcomes such as employee work behavior, employee engagement, and employee job performance. For this study, the dependent variable is employee job outcomes and measured by employee work behavior, employee engagement, and employee job performance. Therefore, the aim of this study is to investigate the impact of sustainable HRM practices on employee job outcomes.

LITERATURE REVIEW

Sustainable HRM

Sustainable HRM refers to the adoption of HRM practices that trigger the attainment of organizational economic, social, and ecological goals (Ehnert et al., 2016). According to Ehnert (2009), sustainable HRM aims at helping the organization achieving its goals while concurrently reproduce its human resource base. A recent contribution to the literature on sustainable HRM regarded it as a construct not only related to socially responsible practices, green HRM practices, triple bottom HRM practices, but also to common good HRM practices (Aust, Matthews & Muller-Camen, 2020). Ehnert and Harry (2012) highlighted the importance of both external and internal perspectives in understanding the integration between sustainability and HRM. They elucidated that organizations are required to ponder the role of HRM in corporate social sustainability while at the same time consider sustainability of work and HRM systems. Lis (2012) added that organizations should assure a base of employees over the long term through considering both external and internal human resources. The author indicated that employee effective recruitment enables the organizations to develop their workforce pool. Ehnert (2009) pinpointed several practice of sustainable HRM including talent attraction and retention, employee development, work-family balance, employee quality of life, employee health and safety, employee relationships. Hameed and Al-Rabeawi (2021) measured sustainable HRM using four dimensions, i.e., work-life balance, individual responsibility, and employability.

Sustainable HRM has been categorized into four types: socially responsible HRM, green HRM, triple bottom line HRM, and common good HRM (Aust, Matthews & Muller-Camen, 2020). Common good HRM refers to using HRM practices to take a part in the common good in order to face challenges such as employee poverty, lack of labor voice, and unemployment as well as job insecurity (Aust, Matthews & Muller-Camen, 2020). The author indicated that socially responsible HRM practices are used to achieve economic and social goals, while green HRM practices aim at ensuring the environmental sustainability in the organizations. Triple bottom line HRM practices are concerned with attaining economic, environmental, and social goals. On the other hand, common good HRM practices are dedicated to help facing the grand sustainability challenges (Aust, Matthews & Muller-Camen, 2020).

Employee Job Outcomes

Scholars conceptualized employee job outcomes in terms of employee performance, and employee satisfaction (Johlke & Duhan, 2000), performance and propensity to leave (Zablah et al., 2012), job stress, affective commitment, intention to quit, and contextual performance (Jam et al., 2011), job satisfaction, meaningfulness, and retention (Hughes et al., 2019), job stress, job satisfaction, and job performance (Sykes, 2020). Other conceptualizations of employee job outcomes include job satisfaction, affective organizational commitment, and turnover intentions (Karatepe, Yavas & Babakus, 2007), job satisfaction, organizational commitment, and organizational citizenship behavior (Khalid, Zaheer & Abbas, 2019). Employee job outcomes in the current study consist of employee performance, employee green behavior, and employee

engagement. Employee performance refers to the level of his or her competence in conducting jobs in line with specific standards and organizational goals (Paais & Pattiruhu, 2020). Green employee performance is related workplace and non-workplace contexts or, in other words, daily green employee behavior and employee general attitude towards the environment (Norton et al., 2017). For the current study employee green behavior is related to the second type. Employee engagement has been defined as employee work state of mind as described by vigor, dedication, and absorption (Schaufeli et al., 2002). The next section shows that HRM practices in raising employee job outcomes.

Hypotheses Development and Research Conceptual Model

Socially Responsible HRM Practices and Employee Job Outcomes

SR-HRM practices has been defined as strategies that assists employees to fortify the implementation of corporate social responsibility (Shen & Benson, 2016; Sobhani, Haque & Rahman, 2021). It is associated with several advantages such as meeting employee social expectations related to equal career opportunity and work-family integration (Nie, Lämsä & Pučėtaitė, 2018), reducing employee intention to quit (Kundu & Gahlawat, 2015) and increasing employee commitment (López-Fernández, Romero-Fernández & Aust, 2018). Moreover, SR-HRM showed a significant effect on employees' perceptions of organizational morality and employee vitality (Abdelmotaleb and Saha, 2020). The effect of SR-HRM practices on employee job outcomes can be explained using social exchange theory. According to Abdelmotaleb and Saha (2020), social exchange theory assumes that the reciprocity relationships between employees and their organizations encourage employee commitment and positive behaviors. Logically, it was expected that SR-HRM practices show significant effects on employee job outcomes and therefore the following hypothesis was suggested:

H1: SR-HRM practices have a significant effect on employee job outcomes.

Green HRM Practices and Employee Job Outcomes

Green HRM refer to practices used by organizations to select employees with green awareness, provide employees with green skills, assess employee performance in organization's green standards, and offer green rewards based on performance in the achievement of green objectives (Aboramadan, 2020). Green HRM as reported in the literature showed significant effects on organizational outcomes such as sustainable performance (Mousa & Othman, 2020), organizational citizenship behavior (Luu, 2019) and environmental performance (Gilal et al., 2019). On the other hand, green HRM practices fulfill some employee positive outcomes such as employee in-role green behavior (Dumont, Shen & Deng, 2017), employee extra-role green behavior and green innovative work behavior (Aboramadan, 2020), employee's proenvironmental behavior (Saeed et al., 2019). Reviewing the literature on green HRM practices from 2007 to 2019, Yong, Yusliza and Fawehinmi (2019) indicated that the results of previous studies highlighted three general outcomes, which are employee eco-friendly behavior, employee performance, and organizational commitment. Based on these studies, the following hypothesis was advanced:

H2: Green HRM practices have a significant effect on employee job outcomes.

Triple Bottom line HRM Practices and Employee Job Outcomes

Triple bottom line refers to environmental integrity, social equity, and economic prosperity. Environmental integrity emphasizes the limited regeneration capacity of ecosystems, social equity underlines access to resources and value creation distribution, while economic prosperity highlights the quality of life resulted from organizations' productive capacities (Elkington, 1998, cited in Lopez-Cabrales & Valle-Cabrera, 2020). The aim of triple bottom line is to decrease the negative effects of organizations on their surrounding environment (Davies & Crane, 2010). Sustainability is a function of the three elements of triple bottom line, which are environmental, economic, and social elements (Shim et al., 2021). Therefore, the majority of previous studies focused on the role of triple bottom line in achieving sustainability (Arowoshegbe et al., 2016, Azevedo & Barros, 2017; Muñoz-Pascual, L., Curado & Galende, 2019) and as an approach used to assess organizations' sustainable performance (Sapukotanage, Warnakulasuriya & Yapa, 2018). In terms of the effect of triple bottom line approach on employee outcomes, Quade, McLarty & Bonner (2020) found that the level of the triple bottom line is positively associated with employee performance, that is, a low level of the triple bottom line mentally leads to a low level of employee performance. Therefore, it was expected that triple bottom line leads to positive employee outcomes as stated in the following hypothesis:

H3: Triple bottom line HRM practices have a significant effect on employee job outcomes.

Common Good HRM Practices and Employee Job Outcomes

A good organization is the one that allows its employees to contribute to its common good. The common good of a firm refers to the production of goods and services through participatory activities. That is, viewing the production process as a collective process depends not only on those who are involved in the production activities but also on those who support that process (Sison & Fontrodona, 2013). For example, service workers such as cleaning and security in the bank do not contribute to the completion of banking operations, but they contribute to providing the appropriate environment for work; this means that they support the provision of services to customers. Therefore, organizations are required to develop social systems to assist their employees supporting their families (Abueg, Sauler & Teehankee, 2014). In fact, the common good and sustainable development are two interchangeable names (Mitcham, 1995). In the context of HRM, the common good refers to using HRM practices to contribute to the common good of employees through ensuring job security, employment, listening to labour voice, and help employees facing poverty (Aust, Matthews & Muller-Camen, 2020). Job security affects employee outcomes such as employee performance (Newman et al., 2019) and employee engagement (Ahmed et al., 2017). Indirect compensation has an effect on employee wellbeing (Ahmed & Ahmed, 2014). The common good HRM practices literature is still limited in that it has not clarified specific practices nor it has investigated the impact of the common good practices on employee job outcomes. Hence, the following hypothesis was suggested:

H4: Common good HRM practices have a significant effect on employee job outcomes.

Research Conceptual Model

The question that the current study tries to answer is that is there a significant effect of sustainable HRM practices (i.e., socially responsible HRM practices, green HRM practices, triple bottom line HRM practices, and common good HRM practices) on employee job outcomes (i.e., employee performance, employee green behavior, employee engagement). For that reason, four main hypotheses were suggested to investigate the effect of the dependent variable (i.e., sustainable HRM practices) on the dependent variable (i.e., employee job outcomes). It should be noted that the total effect of sustainable HRM practices on employee job outcomes was not separated in a specific hypothesis but conceptualized as a second order construct linked to its four first order dimensions. Therefore, sustainable HRM practices as an exogenous construct were

measured using the items of all the first order dimensions (Wilson & Henseler, 2007). These hypothesized effects are shown in Figure 1.

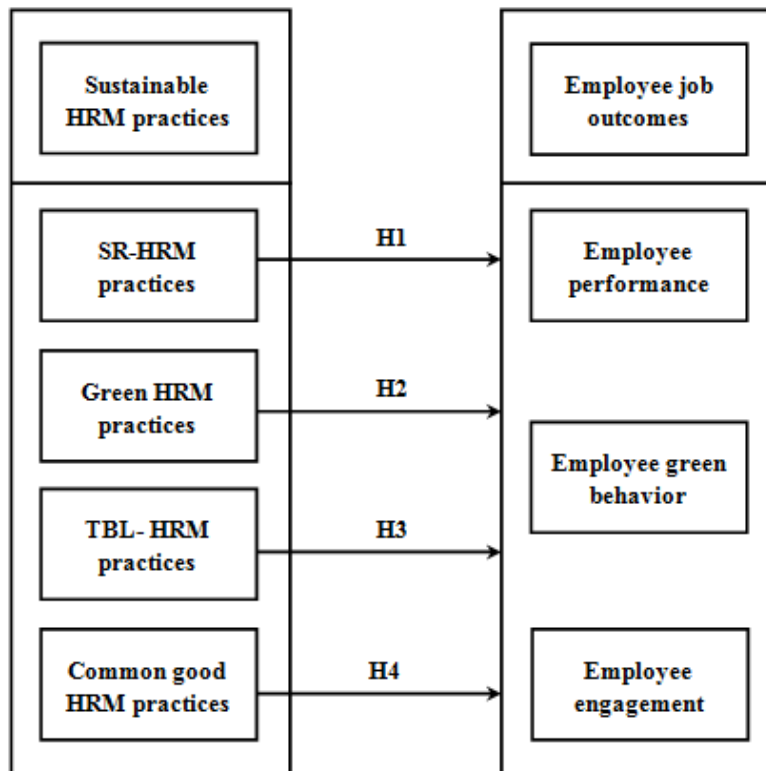


FIGURE 1
RESEARCH CONCEPTUAL MODEL

RESEARCH METHODOLOGY

Research Sample and Data Collection

The population of the current study covers all managers and employees of human resource management departments in service industry in Jordan. Managers and employees in human resource departments are the most informant personnel to provide sufficient information about human resource practices (Barrena-Martinez, López-Fernández & Romero-Fernandez, 2018) and employee job outcomes such as employee job performance (Haider, Jabeen & Ahmad, 2018). Therefore, all HRM practices in the study were measured from managers and employees of HRM departments. A questionnaire-driven survey was conducted to collect research data. Forty-five companies agree to take part in the study and six questionnaires were sent to each human resource department via e-mail followed by a phone call to encourage a good response rate. Therefore, the sample consists of 270 participants. Out of the questionnaires distributed, 233 questionnaires were returned (86%) and 29 questionnaires were excluded due to outliers. The total final number of the questionnaires used in the study is 204 questionnaires. Data analysis was carried out at the department level.

Common Method Bias

Data on research independent and dependent variables were collected from a single source, which means a potential bias (Ko, Kim & Choi, 2021; Kock, Berbekova & Assaf, 2021). In order to avoid the common method bias, the questionnaire items were written in a simple and clear language (Song et al., 2020). The questionnaire was sent to three academic scholars and five human resource managers. No items were deleted but four were modified. Data were collected over two weeks. Data on sustainable HRM practices were collected during the first week while

data on employee job outcomes were gathered during the second week. Furthermore, the percentage of variance explained was computed based on the Harman's single factor test (Steenkamp & Maydeu-Olivares, 2021). The results showed that the variance explained by a single factor was 3.632, which is less than 50% (Podsakoff et al., 2003). Hence, the current data are free of the common method bias.

Research Instrument

The current instrument was designed using a five-point Likert scale, i.e., from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consists of 20 items adapted from previous studies as shown in Table 1 (i.e., Sobhani, Haque & Rahman, 2021; Wulandari and Nawangsari, 2021; Jamal et al., 2021; Aust, Matthews and Muller-Camen, 2020; Lopez-Cabrales and Valle-Cabrera, 2020; Aust, Matthews and Muller-Camen, 2020).

Table 1	
RESEARCH VARIABLES AND QUESTIONNAIRE ITEMS	
Research variables, questionnaire items and references	
• Sustainable HRM practices	
1. SR-HRM practices (Sobhani, Haque & Rahman, 2021)	
-	Our company recruits employees with positive attitudes toward corporate social responsibility <ul style="list-style-type: none"> - Our company trains its employees to fulfill stakeholders' expectations
-	Our company rewards its employees who contribute to social responsibility initiatives <ul style="list-style-type: none"> - Equal opportunities is a key concept in our human resource policy
2. Green HRM practices (Wulandari & Nawangsari, 2021; Jamal et al., 2021)	
-	We train our employees to know how to protect the environment
-	Our company rewards those who support the environmental goals of our company <ul style="list-style-type: none"> - Candidate green awareness is a key requirement for recruitment
-	Our company encourages its employees to be involved in waste reduction and pollution prevention
3. TBL- HRM practices (Aust, Matthews and Muller-Camen, 2020; Lopez-Cabrales & Valle-Cabrera, 2020)	
-	We try to achieve profits while developing our employees and protecting our plant <ul style="list-style-type: none"> - Our company hire employees able to develop best sustainability practices
-	Employee performance appraisal in our company is based on success in triple bottom lines of sustainability
4. Common good HRM practices (Aust, Matthews and Muller-Camen, 2020)	
-	Our company pays its employees fair compensation to alleviate poverty.
-	We have a democratic workplace in which team appraisal is allowed <ul style="list-style-type: none"> - For us, job security is essential for employee performance
-	Our company contributes to the community through job creation to face unemployment
• Employee job outcomes (Choudhary et al., 2017; Schaufeli, Bakker & Salanova, 2006; Norton et al., 2017)	
-	Our employees are able to complete their duties <ul style="list-style-type: none"> - Our employees prefer challenging jobs - Our employees can work for long periods
-	Our employees show environmentally friendly behaviors such as saving energy <ul style="list-style-type: none"> - Our employees use organizational resources in an efficient manner

EMPIRICAL RESULTS AND DISCUSSION

Validity and Reliability

Validity was tested using convergent validity and discriminant validity (Drost, 2011). Convergent validity was measured using the average variance extracted (AVE) with a threshold value of 0.5 or higher (Hair et al., 2012) while discriminant validity was assessed using Heterotrait-Monotrait (HTMT) ratio with a criteria less than 0.90 (Henseler, Ringle & Sarstedt, 2015). Reliability is used to estimate the internal consistency or equivalence of a set of items in the same test and the most common method used to estimate reliability is Cronbach's alpha coefficient (Kimberlin & Winterstein, 2008). Two other estimates of reliability are composite reliability (CR) and Macdonald's omega (ω). Acceptable values of Cronbach's alpha, composite reliability, and Macdonald's omega should be greater than 0.70 (Shrestha, 2021; Al-Tit, 2020). Results of validity

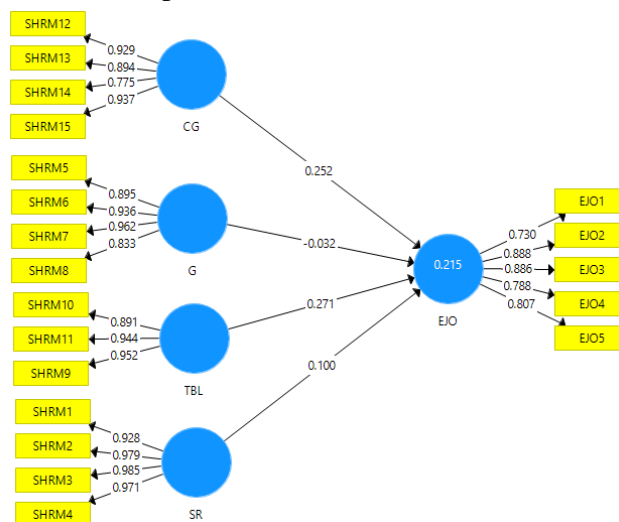
and reliability as shown in Table 2 show that the values of AVE are greater than 0.50 and HTMT values are less than 0.90 and significantly different from 1. Moreover, all reliability estimates are higher than 0.70. Therefore, confirm that validity and reliability criteria has been established.

Variables	Items	SFL	AVE	CR	α	\square
SR-HRM practices	SHRM1	0.795	0.651	0.882	0.905	0.911
	SHRM2	0.857				
	SHRM3	0.826				
	SHRM4	0.746				
Green HRM practices	SHRM5	0.755	0.671	0.890	0.817	0.830
	SHRM6	0.842				
	SHRM7	0.817				
	SHRM8	0.858				
TBL- HRM practices	SHRM9	0.815	0.676	0.811	0.771	0.794
	SHRM10	0.843				
	SHRM11	0.809				
Common good HRM practices	SHRM12	0.843	0.632	0.872	0.842	0.856
	SHRM13	0.795				
	SHRM14	0.827				
	SHRM15	0.707				
Employee job outcomes	EJO1	0.822	0.651	0.726	0.708	0.714
	EJO2	0.826				
	EJO3	0.843				
	EJO4	0.795				
	EJO5	0.746				

HTMT values were less than 0.90.

Structural Model Assessment

Figure 2 shows the structural model of the study, which was assessed using SmartPLS 3.0. The figure illustrates testing of the hypothesized effects of sustainable HRM practices on employee job outcomes. Detailed results of collinearity statistics as measured by variance inflation factor (VIF) and path coefficients are reported in Table 2.



**FIGURE 2
RESEARCH STRUCTURAL MODEL**

The results in Table 3 indicate that all VIF values are less than 3 and there are significant effects of TBL- HRM practices ($\beta = 0.271$, $P < 0.05$) and Common good HRM practices ($\beta = 0.252$, $P < 0.05$) on employee job outcomes. The total effect of sustainable HRM practices on employee job outcomes is significant and positive ($\beta = 0.443$, $P < 0.05$).

Table 3

RESULTS OF STRUCTURAL MODEL ASSESSMENT							
Variables	Items	VIF	Path		β	T statistics	P value
SR-HRM practices	SHRM1	1.036	→	EJO	0.100	1.073	0.284
	SHRM2						
	SHRM3						
	SHRM4						
Green HRM practices	SHRM5	1.738	→	EJO	0.032	0.301	0.764
	SHRM6						
	SHRM7						
	SHRM8						
TBL- HRM practices	SHRM9	1.537	→	EJO	0.271	2.600	0.010
	SHRM10						
	SHRM11						
Common good HRM practices	SHRM12	1.824	→	EJO	0.252	2.295	0.022
	SHRM13						
	SHRM14						
	SHRM15						

SRMR = 0.068; rms theta = 0.116; NFI = 0.937; R2: 0.215.

DISCUSSION

The study aimed at investigating the effect of sustainable HRM practices on employee job outcomes. Four types of HRM practices as dimensions of sustainable HRM practices (socially responsible HRM practices, green HRM practices, triple bottom line HRM practices, and common good HRM practices) were assumed to show significant effects on employee job outcomes. The results revealed that sustainable HRM practices had a significant effect on employee job outcomes. Specifically, TBL-HRM practices and common good HRM practices had significant effects on employee job outcomes while SR-HRM practices and green HRM practices had no significant effects on employee job outcomes. Previous studies pointed out that there were significant effects of triple bottom line HRM practices on employee performance (Quade, McLarty & Bonner, 2020) and common good HRM practices are significantly related to employee outcomes such as employee performance and engagement (Ahmed et al., 2017; Newman et al., 2019). Green HRM practices had also significant effects on employee in-role green behavior (Dumont, Shen & Deng, 2017), employee extra-role green behavior and green innovative work behavior (Aboramadan, 2020), employee's proenvironmental behavior (Saeed et al., 2019). Abdelmotaleb and Saha (2020) indicated based on social exchange theory that SR-HRM practices are positively related to employees and commitment and positive behaviors. The current results are in line with some previous studies and in contrast to some previous studies. It should be noted here that the current study tested the effect of four HRM practices as a whole construct named sustainable HRM practices while previous studies examined the effects of specific types of HRM practices such as SR-HRM practices and green HRM practices on specific kinds of employee job outcomes like employee performance.

CONCLUSION, CONTRIBUTION IMPLICATIONS AND LIMITATIONS

Conclusion

Human resource management practices apart from their types as documented in the literature showed significant positive effects on employee job outcomes such as employee performance, employee engagement, green innovative work behavior, employee commitment, and employee vitality. However, the total effects of such practices on employee job outcomes are different. For the current study, the triple bottom line HRM practices showed the highest significant effect on employee job outcomes, followed by common good HRM practices. On the other hand, green HRM practices, and socially responsible HRM practices showed no significant effects on employee job outcomes. Consequently, it was concluded that organizations seek to

enhance employee job outcomes should consider in the first place the triple bottom line HRM practices common good HRM practices and the common good HRM practices. The aim of the triple bottom line HRM practices is to ensure environmental integrity, social equity, and economic prosperity while the aim of the common good HRM practices is to ensure employee fair compensation and evaluation as well as certify employee job security.

Theoretical Contribution

This study contributes to the literature in three ways. First, the study investigated the effects of four types of human resource management practices (socially responsible HRM practices, green HRM practices, triple bottom line HRM practices, and common good HRM practices) on employee job outcomes. To the best of the authors' knowledge, no previous studies were taken place to achieve such an aim. Second, the dependent variable (employee job outcomes) was measured using three dimensions (employee performance, employee green behavior, and employee engagement). The majority of the prior works concerned with one dimension of such job outcomes like employee performance or employee engagement. Third, the study provides a theoretical framework with empirical results on the effects of sustainable HRM practices on employee job outcomes upon which researchers can build their conceptions of sustainable HRM practices. A considerable note in this regard is that data analysis was carried out at the department level using data aggregation.

Practical Implications

The study showed that the triple bottom line HRM practices and the common good HRM practices are the most important types of human resource management practices. Three practical implications emerged in the current study. First, for organizations to achieve their goals be it economic, environmental, or social goals, the human, the triple bottom line HRM practices is the most important recommended HRM practices. Such practices include employee training and development to achieve sustainability-directed goals in terms of economic, social, and environmental dimensions. Second, organizations should prioritize their applications of human resource policies starting from the common good practices to ensure employees' positive perceptions of their jobs and compensations. Employees who feel that their jobs are secured and that they receive fair compensations transformed to a higher level and contribute to the organizational goals. In contrast, those who are worried about their jobs are subject to their apprehensions that confuse their performance and engagement. Third, it is well known that the aim of sustainable HRM practices is to enable the achievement of economic, environmental, and social goals of organizations. Nevertheless, those who are responsible for meeting these goals should be free of the negative effects of factors such as job insecurity. Hence, organizations are required to head for goals through convinced and confident employees.

Research Limitations and Future Research Directions

Two limitations of the present study were identified. First, it is restricted to a sample of managers and employees of human resource management departments in service industry. Therefore, future studies are required to select samples from other industries. Other studies can measure HRM practices based on employees' perspectives other than those who are worked at HRM departments. Second, the impact of sustainable HRM practices was investigated on employee job outcome as a whole construct consists of employee performance, employee green behavior, and employee engagement. Future studies are requested to investigate the impact of sustainable HRM practices on each dimension of employee job outcomes.

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