

Where does it come from, where does it go?

Citation for published version (APA):

Pethö-Schramm, K. L., Stynen, D., Van Waeyenberg, T., & Semeijn, J. H. (2023). *Where does it come from, where does it go? A Systematic review of Sustainable HRM as contemporary phenomenon*. Poster session presented at Workshop on Research Advances in Organizational Behavior and Human Resources Management, Paris, France.

Document status and date:

Published: 31/05/2023

Document Version:

Publisher's PDF, also known as Version of record

Please check the document version of this publication:

- A submitted manuscript is the version of the article upon submission and before peer-review. There can be important differences between the submitted version and the official published version of record. People interested in the research are advised to contact the author for the final version of the publication, or visit the DOI to the publisher's website.
- The final author version and the galley proof are versions of the publication after peer review.
- The final published version features the final layout of the paper including the volume, issue and page numbers.

[Link to publication](#)

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal.

If the publication is distributed under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license above, please follow below link for the End User Agreement:

<https://www.ou.nl/taverne-agreement>

Take down policy

If you believe that this document breaches copyright please contact us at:

pure-support@ou.nl

providing details and we will investigate your claim.

Downloaded from <https://research.ou.nl/> on date: 13 Nov. 2024

Open Universiteit
www.ou.nl



Where does it come from, where does it go?

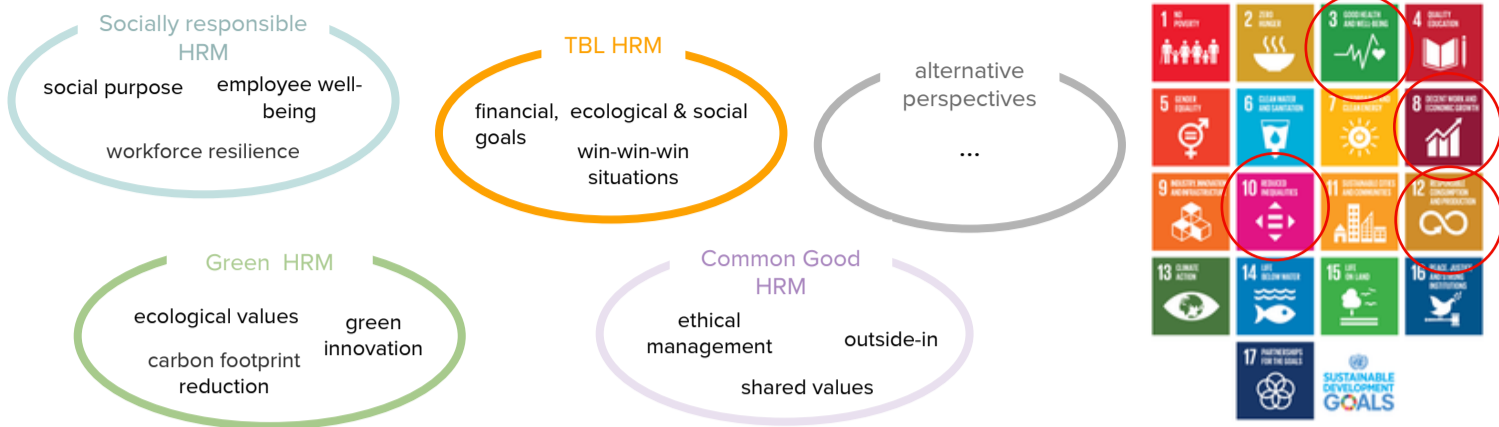


A Systematic review of Sustainable HRM as contemporary phenomenon

Leonie Pethö-Schramm, MSc.
 (1), Dave Stynen, PhD (1), Thomas Van Waeyenberg, PhD (1), Judith H. Semeijn, PhD (1, 2)

(1) Faculty of Management, Department of Organization, Open Universiteit, Heerlen, the Netherlands,
 (2) Research Centre for Education and the Labour Market, Maastricht University, Maastricht, the Netherlands

Background & Context



Approach

🔍 search terms: "sustainable" ... +
 Human Resource Management; Human Capital Development; work system; people management; organisation; work practices; HPWS; HPWP

761 articles (initial search on Scopus & EBSCOhost)

↓
 445 articles (abstract screening)

↓
 272 articles (full-text screening)

Inclusion criteria:

- academic article
- ISI-listed, peer-reviewed journals
- English language

Main reasons for exclusion:

- duplicates
- missing definition of SHRM
- literature reviews

Research Objectives

Gap:

- lack of **conceptual clarity**, further theorization and development (Aust et al., 2020; Mariappanadar, 2019)
- lack of **clarification of HRM's role** within corporate sustainability (Mascarenhas & Barbosa, 2019)
- lack of insights in the **impact of SHRM*** practices on individual, organisational and common good outcomes, (Bal & Brookes, 2022; Beer et al., 2015; Christina et al., 2017)

This research aims to explore...

1. the **characteristics** of existing approaches to SHRM
2. the **outcomes & consequences** of SHRM
3. **common ground** for an integrative framework of SHRM

*SHRM = sustainable HRM

Steps towards an integrative framework

An analysis of the following dimensions, serving as **building blocks** to explore common ground across various types of sustainable HRM:

Definition of sustainable HRM



Refers to... the way SHRM is determined by authors

Relevance to identify key elements of concept

Example: "HRM strategies and practices that enable the achievement of financial, social, and ecological goals" (Ehnert et al., 2016, p. 90)

Targeted sustainable outcomes



Refers to... economic, social and/ or environmental goals focused on

Relevance for impact of SHRM on sustainable development

Example: green behaviour, employee well-being

Level of investigation



Refers to... micro-, meso- or macro-level as study focus

Relevance to identify gaps & overall objectives of SHRM practice

Example: SHRM's impact on employee commitment (micro)

Applied theories



Refers to... theories applied to SHRM

Relevance for multi-theoretical embeddedness

Example: social exchange theory, AMO-Theory, stakeholder theory, ...

Role of stakeholders



Refers to... focus on certain stakeholder (interests)

Relevance how organisations engage with stakeholders to achieve sustainability

Example: critical role of employees' capabilities to develop green solutions; supervisors acting as role models

Operationalization of sustainable HRM



Refers to... HR practices used for measurement

Relevance for insights how SHRM is implemented & potential discrepancies

Example: job design, recruitment & selection, training & development, performance evaluation

Study Findings



Refers to... conceptual, qualitative & quantitative results of analysed studies

Relevance to aggregate knowledge on effectiveness of sustainable HR practices; identify research gaps

Example: significant relationships, insights drawn from interviews

Discussion & contribution

Significance:

- advanced **conceptual clarity** on linkages between sustainable HRM's approaches
- **state-of-the-art overview** of empirical findings on the consequences of SHRM
- insights into **HRM's role** within corporate sustainability

Limitations:

- simplification of complex dynamics between sub-perspectives
- insights of publications in other languages (than English) not considered

Follow-Up's for this study:



1. Identify potential barriers & conflicts for integration
2. Derive insights for measuring sustainable HRM
3. Develop conceptual integration of sustainable HRM
4. Reflecting on implications of sustainable HRM

Click link or scan code for Reference List:

Open link



Leonie Pethö-Schramm
 leonie.pethoe-schramm@ou.nl